

A

Governmental Direction and Support

Council of the District of Columbia

dccouncil.washington.dc.us

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$11,396,607	\$12,160,523	\$12,808,682	5.3
FTEs	154.2	163.0	164.0	0.6

The Council of the District of Columbia is the legislative branch of the District of Columbia government. Its mission is to enact laws, approve the government's annual operating and capital budgets, and to oversee agencies' performance to demand efficiencies and accountability in service delivery.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Promote accountability and citizen participation through its public education program and seek public comment on proposed legislation, policy initiatives and operations.
- Oversee service delivery, operations and policy implementation.
- Identify special legislative oversight initiatives.
- Monitor government spending and performance through regular oversight hearings and the annual budget review.
- Demand financial accountability and transparency in the budget.

Funding by Source

Tables AB0-1 and 2 show the sources of funding and FTEs by fund type for the Council of the District of Columbia.

Table AB0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	12,525	11,397	12,161	12,809	648	5.3
Special Purpose Revenue Fund	80	0	0	0	0	0.0
Total for General Fund	12,604	11,397	12,161	12,809	648	5.3
Intra-District Fund	548	0	0	0	0	0.0
Total for Intra-District Funds	548	0	0	0	0	0.0
Gross Funds	13,152	11,397	12,161	12,809	648	5.3

Table AB0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	148	154	163	164	1	0.6
Total for General Fund	148	154	163	164	1	0.6
Total Proposed FTEs	148	154	163	164	1	0.6

Expenditure by Comptroller Source Group

Table AB0 -3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table AB0 - 3

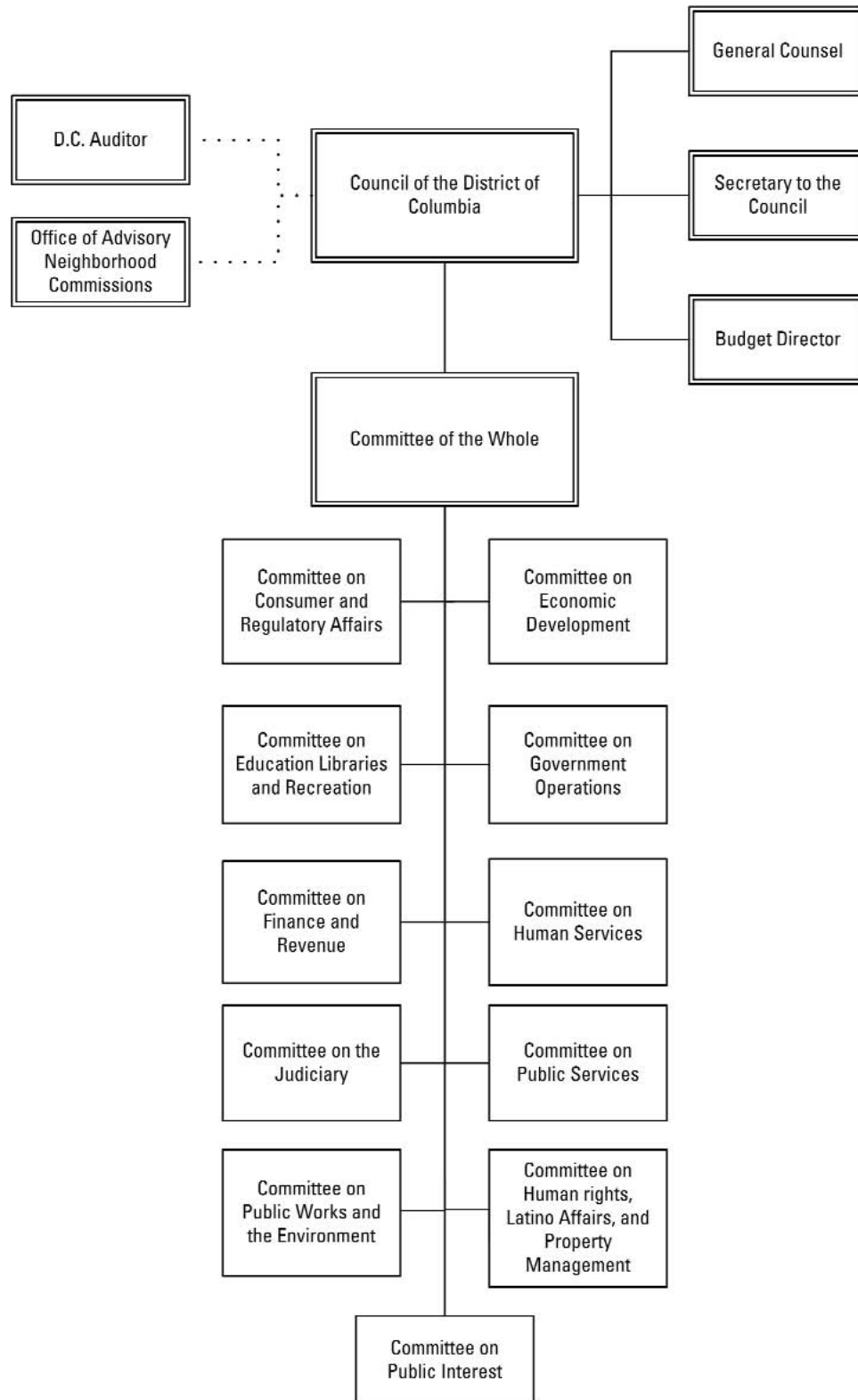
FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	7,846	7,812	8,622	8,997	375	4.4
12 Regular Pay - Other	338	447	644	718	74	11.5
13 Additional Gross Pay	265	436	144	189	45	31.3
14 Fringe Benefits - Curr Personnel	1,379	1,397	1,400	1,531	131	9.3
15 Overtime Pay	2	4	6	6	0	0.0
Subtotal Personal Services (PS)	9,829	10,096	10,816	11,441	625	5.8
20 Supplies and Materials	146	107	131	131	0	0.0
30 Energy, Comm and Bldg Rentals	143	3	3	4	1	30.3
31 Telephone, Telegraph, Telegram, Etc	186	127	170	170	0	0.0
32 Rentals - Land and Structures	130	2	3	0	-3	-100.0
33 Janitorial Services	68	1	2	2	0	30.5
34 Security Services	115	3	2	3	1	26.7
35 Occupancy Fixed Costs	0	0	0	3	3	100.0
40 Other Services and Charges	891	647	826	842	16	2.0
41 Contractual Services - Other	628	0	0	0	0	0.0
70 Equipment & Equipment Rental	1,016	410	209	213	4	1.9
Subtotal Nonpersonal Services (NPS)	3,323	1,301	1,345	1,368	23	1.7
Total Proposed Operating Budget	13,152	11,397	12,161	12,809	648	5.3

Figure AB0-1

Council of the District of Columbia



Gross Funds

The proposed FY 2005 budget is \$12,808,682, representing a change of 5.3 percent over the FY 2004 approved budget of \$12,160,523. There are 164 total FTEs for the agency, an increase of one FTE from FY 2004.

General Fund

Local Funds. The proposed budget is \$12,808,682, representing an increase of \$648,000 or 5.3 percent over the FY 2004 approved budget of \$12,160,523. There are 164 FTEs for the agency, an increase of one FTE from FY 2004.

Changes from the FY 2004 approved budget are:

- An increase of \$300,000 in regular pay and additional gross pay to address pay parity issues between the executive and legislative staff.
- An increase of \$221,007 in regular pay and fringe benefits due to the 2.5 percent pay adjustment for nonunion employees.
- A net increase of \$104,519 in personal services to support projected personal services costs, including higher fringe benefits.
- An increase of \$20,000 in other services for membership dues in the National Legislative Association on Prescription Drug Prices.
- A redirection of \$4,000 from other services (\$3,744) and personal services (\$226) to equipment to meet anticipated requirements in FY 2005.
- An increase of \$3,864 in fixed costs based on estimates from the Office of Property Management.
- A reduction of \$1,231 based on revised occupancy fixed costs.
- An increase of one FTE for an intergovernmental liaison position.

Programs

The Council of the District of Columbia was established in 1973 by Public Law 93-198, now called the "District of Columbia Home Rule Act," after a citizen referendum overwhelmingly approved the creation of a locally elected government. The Council is composed of 13 members, including the chairman, elected at large, a representative from each of the eight wards, and four members elected at large. The Council conducts its work through standing committees, each usually composed of five members. Standing committees consider proposed legislation, analyze its fiscal impact, hold hearings, and vote on measures for action by the Council.

To assist in its oversight, the Council appoints the D.C. Auditor who conducts statutorily required audits of government accounts and operations and other audits as directed by the Council. The Council also appoints the Executive Director of the Office of Advisory Neighborhood Commissions to provide technical, administrative and financial reporting assistance to the commissioners.

The Council maintains a comprehensive public education program on its website that includes a daily schedule of public activities and an up-to-date legislative tracking system to inform citizens about the status of proposed legislation. Through its standing committees, the Council holds hundreds of public hearings to solicit public input on legislation, government operations, and the budget. In addition, the Council helps residents to access services.

Key initiatives for the Council are:

- Redesign the website to make it easier to navigate.
- Upgrade the records management and archival system to improve research and retrieval capabilities.
- Continue review of job classification and pay equity.

Agency Goals and Performance Measures

Goal 1: Enact laws, approve the operating budget and financial plan, establish and oversee the programs and operations of government agencies and set policy for the government.

Citywide Strategic Priority Area(s): Building Partnerships and Democracy; Making Government Work.

Manager: Phyllis Jones, Secretary to the Council

Supervisor: Linda W. Cropp, Chairman,
Council of the District of Columbia

Measure 1.1: Number of public hearings conducted

	Fiscal Year				
	1999-'00	2001-'02	2003-'04*	2005-'06	2007-'08
Target	N/A	N/A	N/A	N/A	N/A
Actual	279	270	102	-	-

Measure 1.2: Number of oversight hearings conducted

	Fiscal Year				
	1999-'00	2001-'02	2003-'04*	2005-'06	2007-'08
Target	N/A	N/A	N/A	N/A	N/A
Actual	73	57	45	-	-

Measure 1.3: Number of investigative hearings conducted

	Fiscal Year				
	1999-'00	2001-'02	2003-'04*	2005-'06	2007-'08
Target	N/A	N/A	N/A	N/A	N/A
Actual	11	4	5	-	-

Measure 1.4: Number of performance oversight hearings conducted

	Fiscal Year				
	1999-'00	2001-'02	2003-'04*	2005-'06	2007-'08
Target	N/A	N/A	N/A	N/A	N/A
Actual	59	67	30	-	-

Measure 1.5: Number of budget review hearings conducted

	Fiscal Year				
	1999-'00	2001-'02	2003-'04*	2005-'06	2007-'08
Target	N/A	N/A	N/A	N/A	N/A
Actual	42	55	27	-	-

Note: All performance measures are presented by Council periods, which begin on January 1 of odd-numbered years and are two years in length.

*January 1, 2003 through April 19, 2004.

Office of the District of Columbia Auditor

www.dcauditor.org

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$1,428,830	\$1,540,890	\$1,784,411	15.8
FTEs	16.0	17.0	18.0	5.9

The mission of the Office of the District of Columbia Auditor (ODCA) is to assist the Council of the District of Columbia in performing its oversight responsibilities; annually audit the accounts, operations and programs of the District of Columbia Government; and to certify revenue estimates in support of municipal bond issuances.

ODCA is also required by the Advisory Neighborhood Commissions Act of 1975, as amended, to provide financial oversight and conduct audits of the financial activities of the District's 37 Advisory Neighborhood Commissions (ANCs) and to manage and administer the ANC Security Fund. The Office of the District of Columbia Auditor is also required by various laws to conduct 14 additional audits.

In FY 2005, the ODCA will continue its efforts to help government work more efficiently, effectively, and economically. The agency plans to fulfill its mission by achieving the following strategic result goals:

- Formalize the internship program with the University of the District of Columbia School of Business.
- Continue implementing ODCA's Recommendation Compliance Monitoring System.

- Continue implementation of the Performance Accountability Plan Monitoring and Evaluation Program under which audits are conducted of agencies' performance measures reported to the Government Managers Accountability Act.
- Complete approximately 24 performance, financial, compliance and statutory audits.
- Identify potential cost savings or cost avoidance, questioned costs, unsupported costs, disallowed costs, and fiduciary mismanagement. ODCA also identifies increased revenues for the District that can be realized by improving the operation and management of District government agencies and through potential alternative or enhanced revenue generating opportunities.

Funding by Source

Tables AC0-1 and 2 show the sources of funding and FTEs by fund type for the Office of the District of Columbia Auditor.

Table AC0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	1,283	1,429	1,541	1,784	244	15.8
Total for General Fund	1,283	1,429	1,541	1,784	244	15.8
Gross Funds	1,283	1,429	1,541	1,784	244	15.8

Table AC0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	13	16	17	18	1	5.9
Total for General Fund	13	16	17	18	1	5.9
Total Proposed FTEs	13	16	17	18	1	5.9

Expenditure by Comptroller Source Group

Table AC0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table AC0-3

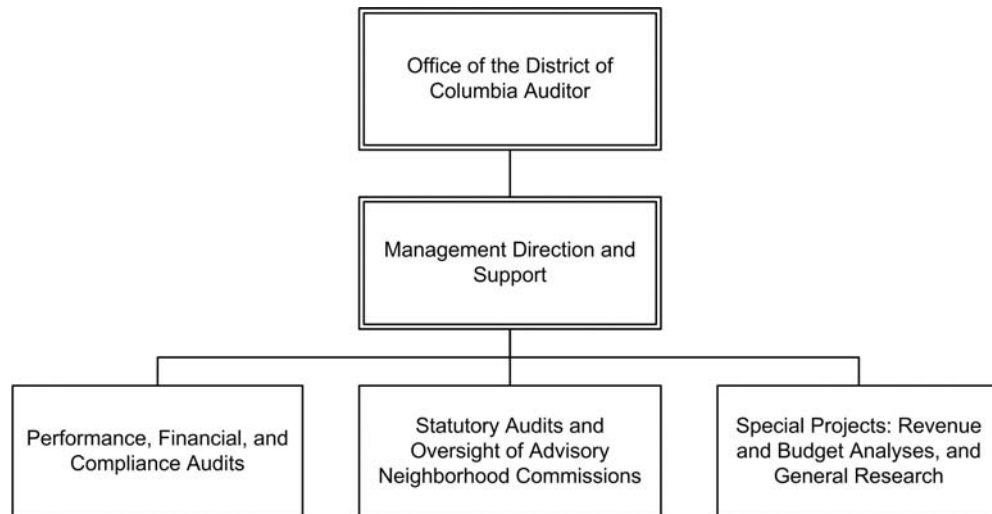
FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from 04	Percent Change
11 Regular Pay - Cont Full Time	823	986	1,070	1,256	186	17.4
12 Regular Pay - Other	37	2	0	0	0	0.0
13 Additional Gross Pay	23	20	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	128	149	172	188	16	9.0
Subtotal Personal Services (PS)	1,011	1,157	1,243	1,444	201	16.2
20 Supplies and Materials	10	9	10	13	3	25.0
31 Telephone, Telegraph, Telegram, Etc	9	15	9	11	2	20.1
32 Rentals - Land and Structures	144	155	164	163	0	-0.1
34 Security Services	0	3	3	3	0	10.0
40 Other Services and Charges	42	40	48	78	30	62.8
41 Contractual Services - Other	46	14	28	51	23	82.1
50 Subsidies and Transfers	3	0	0	0	0	0.0
70 Equipment & Equipment Rental	18	36	37	21	-16	-42.3
Subtotal Nonpersonal Services (NPS)	271	272	298	340	42	14.1
Total Proposed Operating Budget	1,283	1,429	1,541	1,784	244	15.8

Figure AC0-1

Office of the District of Columbia Auditor



Gross Funds

The proposed budget is \$1,784,411, representing a change of 15.8 percent from the FY 2004 approved budget of \$1,540,890. There are 18 FTEs for the agency, an increase of one FTE from FY 2004.

General Fund

Local Funds. The proposed budget is \$1,784,411 representing a change of 15.8 percent or \$243,521 from the FY 2004 budget of \$1,540,890. There are 18 FTEs for the agency, an increase of one FTE from FY 2004.

Changes from the FY 2004 approved budget are:

- An increase of \$137,107 to reflect the transfer-in of funds from the Wilson Building to support one additional Financial Auditor position to meet the increasing demands of the office. This includes \$97,107 in personal services and \$40,000 in nonpersonal services for office space build out, training, supplies, furnishing, and equipment.
- An increase of \$56,000 to fully fund the Deputy Auditor position and the 2.5 percent nonunion pay raise.

- An increase of \$48,357 to support Schedule A requirements including the 2.5 percent nonunion pay raise.
- A redirection of \$20,000 within nonpersonal services from equipment to other services (\$15,000) and contractual services (\$5,000) primarily to support training costs for auditors, expenses for professional services, and a contract editor for audit reports.
- An increase of \$2,057 in fixed costs based on estimates from OPM and OCTO. This includes a reduction of \$3,236 for telecommunications.

Program Description

The Office of the District of Columbia Auditor carries out its mission through the following three programs:

- **Performance, Compliance, and Financial Audits Program.** Through this program, the Office of the Auditor conducts audits of the accounts, operations and programs of the District government on a rotating basis, and certifies revenue estimates in support of municipal bond issuances.

- **Advisory Neighborhood Commissions Audit and Financial Oversight Program.** Through this program, the Office of the Auditor provides oversight and conducts audits of the financial activities of the District government's 37 ANCs. ODCA also carries out financial management and administrative tasks related to the ANC Security Fund, as required by the Advisory Neighborhood Commissions Act of 1975, as amended.
- **Special Research, Audit and Investigative Projects Program.** Through this program, the ODCA performs budget analyses, financial analyses, revenue certification analyses, revenue estimate analysis, and research of specific programs, funds, organizational entities and issues upon request, or at the Auditor's discretion. The work performed through these programs results in reports of relevant findings and recommendations that are submitted to the Council, Mayor, and Congress.

Measure 1.2: Number of mandatory statutory audits conducted

	2002	2003	Fiscal Year 2004	2005	2006
Target	9	9	9	9	9
Actual	15	11	-	-	-

Measure 1.3: Number of performance, financial, and compliance audits completed

	2002	2003	Fiscal Year 2004	2005	2006
Target	15	15	15	15	15
Actual	12	12	-	-	-

Measure 1.4: Number of Advisory Neighborhood Commissions that receive financial oversight and ministerial duties from ODCA

	2002	2003	Fiscal Year 2004	2005	2006
Target	37	37	37	37	37
Actual	36	37	-	-	-

Agency Goals and Performance Measures

Goal 1: Promote economy, accountability, and efficiency within the District government.

Citywide Strategic Priority Area(s): Building Partnerships and Democracy

Manager(s): Earl C. Cabbell, Deputy D.C.

Auditor

Supervisor(s): Deborah K. Nichols, D.C.

Auditor

Measure 1.1: Amount of potential savings or increased revenue identified by ODCA (millions of dollars)

	2002	2003	Fiscal Year 2004	2005	2006
Target	10	10	10	10	10
Actual	128	243	-	-	-

Note: The Office of the District of Columbia Auditor notes that this performance measure captures: "Amount of potential cost savings or cost avoidance, questioned costs, unsupported costs, disallowed costs, fiduciary mismanagement and increased revenues for the District that can be realized by improving the operation and management of District government agencies and through potential alternative or enhanced revenue generating opportunities."

Advisory Neighborhood Commissions

www.anc.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$842,846	\$879,515	\$975,543	10.9
FTEs	1.0	1.5	2.3	50.0

The mission of the Advisory Neighborhood Commissions (ANCs) is to serve as liaison between the District government and the community.

The Advisory Neighborhood Commissions (ANCs) are independent bodies comprised of residents elected from the District's neighborhoods. They advise District government officials on public issues affecting their neighborhoods.

ANCs provide a forum for citizens to make their voices heard on issues pertaining to their neighborhoods. The overarching strategic issue for the ANCs is to bring local issues to the forefront of the agendas of the Mayor, the Council and other District government entities.

Gross Funds

The proposed budget is \$975,543, an increase of \$96,028 or 10.9 percent over the FY 2004 approved budget of \$879,515. There are 2.3 FTEs for the agency, an increase of 0.75 FTE from the FY 2004 approved level.

General Fund

Local Funds. The proposed budget is \$975,543, an increase of \$96,028 or 10.9 percent over the FY 2004 approved budget of \$879,515. There are 2.3 FTE for the agency, an increase of 0.75 FTEs from the FY 2004 approved budget.

Changes from the FY 2004 approved budget are:

- An increase of \$28 in regular pay - other to providing funding for the 2.5 percent pay raise for a part-time position.
- An increase of \$96,000 and one FTE: additional \$46,000 for subsidies and transfers and \$50,000 for personal services to support the additional FTE.

Funding by Source

Tables DX0-1 and 2 show the sources of funding and FTEs by fund type for the Advisory Neighborhood Commissions.

Table DX0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	521	843	880	976	96	10.9
Total for General Fund	521	843	880	976	96	10.9
Gross Funds	521	843	880	976	96	10.9

Table DX0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	1	1	2	2	1	50.0
Total for General Fund	1	1	2	2	1	50.0
Total Proposed FTEs	1	1	2	2	1	50.0

Programs

There are 37 Advisory Neighborhood Commissions in the District, each divided into subareas called Single Member District (SMDs), which have approximately 2,000 residents. In all, there are 286 SMDs.

ANC commissioners support community activities, attend hearings and comment on a variety of issues, such as applications for zoning permits and alcoholic beverage licenses. They also testify before the Council, boards and commissions.

The comprehensive Advisory Neighborhood Commissions Reform Amendment Act of 2000 established the Office of Advisory Neighborhood Commission (OANC) to provide technical, administrative, and financial reporting assistance. The OANC supports the commissions and is

not empowered to direct or supervise the actions of the commissions. OANC is staffed with 2.3 FTEs, including an executive director appointed by the Council.

Expenditure by Comptroller Source Group

Table DX0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table DX0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	57	56	58	59	2	3.0
12 Regular Pay - Other	0	0	7	48	41	572.2
14 Fringe Benefits - Curr Personnel	7	9	10	18	8	71.9
Subtotal Personal Services (PS)	64	66	75	125	50	66.5
20 Supplies and Materials	1	2	4	4	0	0.0
30 Energy, Comm. and Bldg Rentals	0	0	0	0	0	0.0
31 Telephone, Telegraph, Telegram, Etc	0	0	2	2	0	0.0
40 Other Services and Charges	1	4	17	17	0	-0.2
41 Contractual Services - Other	0	5	5	5	0	0.0
50 Subsidies and Transfers	453	765	773	819	46	6.0
70 Equipment & Equipment Rental	2	1	3	3	0	0.0
Subtotal Nonpersonal Services (NPS)	457	777	804	850	46	5.7
Total Proposed Operating Budget	521	843	880	976	96	10.9

Office of the Mayor

www.dc.gov/mayor/index.shtm

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$9,684,406	\$8,410,444	\$10,439,156	24.1
FTEs	72.0	82.0	89.0	8.5

*The budget growth is due to an increase in Federal Grant funds for Serve DC, formerly known as the Commission on National and Community Service. The Local funds budget declined by 3.9 percent.

The mission of the Executive Office of the Mayor is to serve the needs of the public by ensuring the provision of quality education, public safety and opportunity for all.

The agency plans to fulfill its mission by achieving the following strategic result goals:

In FY 2005, set and achieve city-wide goals through citizen engagement by:

- Engaging more than 1,600 residents in at least 8 citizen forums held in wards across the District.
- Providing a report to each neighborhood cluster on the achievement of specific goals in the Strategic Neighborhood Action Plans, which cover all neighborhoods in the city.
- Providing technical assistance and training to 1,500 local non-profits to increase capacity for obtaining grants.
- Engaging 6,000 volunteers in achieving District goals through Serve DC (formerly known as the Commission on National and Community Service).

In FY 2005, develop a fair relationship with the federal government by:

- Obtaining passage of federal legislation to compensate the District for unfair restrictions on taxing non-resident income.
- Obtaining passage of federal legislation to provide the District with autonomy to manage its local budget without congressional delays or disruptions.
- Providing education on remedies to District residents' lack of voting representation in the U.S. Congress.

Funding by Source

Tables AA0-1 and 2 show the sources of funding and FTEs by fund type for the Office of the Mayor.

Table AA0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	7,104	5,831	6,046	5,808	-238	-3.9
Total for General Fund	7,104	5,831	6,046	5,808	-238	-3.9
Federal Payments	311	878	0	0	0	0.0
Federal Grant	861	1,203	1,858	3,913	2,054	110.5
Total for Federal Resources	1,172	2,081	1,858	3,913	2,054	110.5
Private Grant Fund	61	301	0	0	0	0.0
Total for Private Funds	61	301	0	0	0	0.0
Intra-District Fund	903	1,471	506	718	213	42.0
Total for Intra-District Funds	903	1,471	506	718	213	42.0
Gross Funds	9,241	9,684	8,410	10,439	2,029	24.1

Table AA0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from from 04	Percent Change
General Fund						
Local Fund	71	72	73	72	-1	-1.2
Total for General Fund	71	72	73	72	-1	-1.2
Federal Resources						
Federal Grant	0	0	4	8	4	96.8
Total for Federal Resources	0	0	4	8	4	100.0
Intra-District Funds						
Intra-District Fund	0	0	5	9	4	80.0
Total for Intra-District Funds	0	0	5	9	4	80.0
Total Proposed FTEs	71	72	82	89	7	8.5

Expenditure by Comptroller Source Group

Table AA0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table AA0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	4,411	4,159	4,165	4,495	330	7.9
12 Regular Pay - Other	196	498	779	652	-127	-16.3
13 Additional Gross Pay	38	55	46	37	-10	-21.0
14 Fringe Benefits - Curr Personnel	703	738	709	818	108	15.3
15 Overtime Pay	4	0	0	0	0	0.0
Subtotal Personal Services (PS)	5,351	5,451	5,699	6,001	301	5.3
20 Supplies and Materials	121	95	109	106	-3	-3.2
30 Energy, Comm. and Bldg Rentals	166	5	38	43	4	11.8
31 Telephone, Telegraph, Telegram, Etc	285	336	357	314	-44	-12.2
32 Rentals - Land and Structures	143	25	56	0	-56	-100.0
33 Janitorial Services	116	25	17	26	9	50.4
34 Security Services	96	36	26	35	9	33.8
35 Occupancy Fixed Costs	0	0	0	54	54	100.0
40 Other Services and Charges	1,270	1,091	525	952	427	81.4
41 Contractual Services - Other	704	1,024	293	360	67	22.9
50 Subsidies and Transfers	873	1,507	1,185	2,492	1,307	110.3
70 Equipment & Equipment Rental	116	90	105	58	-48	-45.2
Subtotal Nonpersonal Services (NPS)	3,890	4,233	2,711	4,438	1,727	63.7
Total Proposed Operating Budget	9,241	9,684	8,410	10,439	2,029	24.1

Gross Funds

The proposed budget is \$10,439,156, representing an increase of \$2,028,712 or 24.1 percent over the FY 2004 approved budget of \$8,410,444. There are 89.0 total FTEs for the agency, an increase of seven, or 8.5 percent, over the FY 2004 approved level.

General Fund

Local Funds. The proposed budget is \$5,808,165, representing a decrease of \$238,091 or 3.9 percent from the FY 2004 budget of \$6,046,256. There are 72.1 FTEs for the agency, a decrease of 1.0 FTE or 1.2 percent from the FY 2004 approved budget.

Federal Funds

The proposed budget is \$3,912,786, representing an increase of \$2,054,288 or 110.5 percent over the FY 2004 budget of \$1,858,498. This increase is primarily due to increased Federal Grant funds for Serve DC. There are 7.9 FTEs for the agency, an increase of 3.9, or 96.8 percent, over FY 2004.

Intra-District

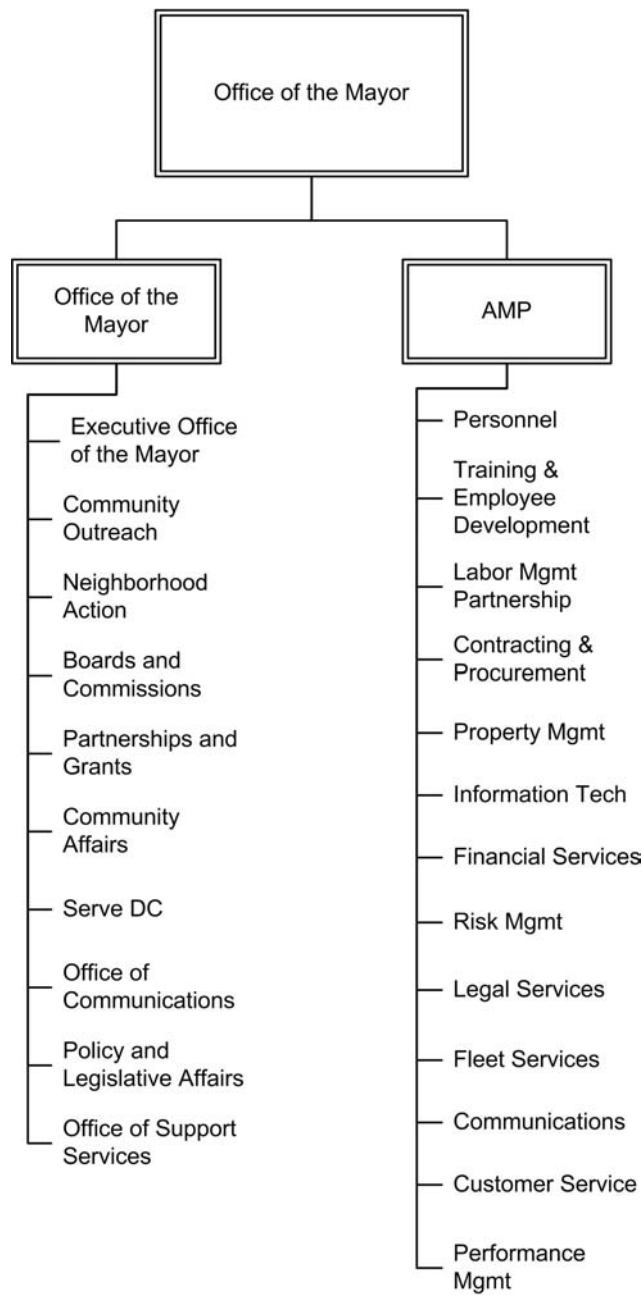
The proposed budget is \$718,205, representing an increase of \$212,515 or 42 percent over the FY 2004 budget of \$505,690. There are 9.0 FTEs for the agency, an increase of 4.0, or 80 percent, over FY 2004.

Expenditure by Program

This funding is budgeted by program and the Office of the Mayor has the following program structure:

Figure AA0-1

Office of the Mayor



Programs

The Office of the Mayor is committed to the following programs:

Office of the Mayor

	FY 2004	FY 2005
Budget	\$8,221,432	\$10,251,831
FTEs	80.3	87.8

Program Description

The **Executive Office of the Mayor** program provides staff support to the Mayor in providing leadership to the government and the community. This program has 10 activities:

- **Office of the Mayor** - provides leadership, strategic direction and policy guidance to EOM, Deputy Mayors, agencies, and citizens so that the District can strengthen children, youth, families and individuals, build and sustain healthy neighborhoods, promote economic development, make government work and build partnerships and democracy. This activity has \$1,528,345 in gross funds and 20.0 FTEs.
- **Administrative Services** - provides operational support to EOM, deputy mayors, the City Administrator's Office, and the State Education Office so that they have the necessary tools to achieve operational and programmatic results.
- **Policy and Legislative Affairs** - provides advice, analysis and assistance to the Mayor and his Cabinet so that they can successfully advocate a legislative and policy agenda. This activity has \$1,234,428 in gross funds and 14.0 FTEs.
- **Serve DC (formerly known as the Commission on National and Community Service)** - provides National Service, volunteer, and other service related activities to community members and service organizations in the District of Columbia so that individuals can positively impact the D.C. community through volunteerism and service and service organizations can more effectively deliver services by utilizing volunteers and National Service participants. This activity has \$4,040,876 in gross funds and eight FTEs.

- **Partnerships and Grants Development** - provides multi-sector partnerships, capacity building, grants development support, and donation authorization services to D.C. agencies, non-profit and faith based service providers and the public so that they can acquire additional grant and other funding and achieve the citywide goals and neighborhood objectives.
- **Neighborhood Action** - provides strategic planning, agency and community coordination, education and Citizen Summit services to the residents and agencies so the residents can be more aware and engaged in government operations, and so citywide priorities can be achieved.
- **Boards and Commissions** - provides candidates, reviews, monitoring, processing and education services to the Mayor, the Council and residents so that they can have effective and efficient boards and commissions by appointing members who fulfill their responsibilities, reflect the diversity of the community, are qualified and knowledgeable and serve with integrity.
- **Communication** - provides media relations, public information, agency communication review and coordination, and emergency preparedness response services to the public, media and District government so that they understand and can be supportive of the administration's vision, policies and actions.
- **Community Outreach** - provides outreach events to the residents so that they can have greater dialogue with the Mayor, be engaged in setting citywide objectives and be educated on administrative initiatives.
- **Community Affairs** - provides external affairs coordination, outreach, advocacy, and policy development to all constituents of the District so that they can be engaged and have ownership in the city.

Program Budget Summary

This program budget has a gross funds increase of \$2,030,399, or 24.6 percent over the FY 2004 approved budget of \$8,221,432. This includes a Local funds decrease of \$236,404, a Federal Grant funds increase of \$2,054,288, and an

Intra-District funds increase of \$212,515. These changes are primarily due to the 2.5 percent pay raise adjustment for nonunion employees in Local funds to support the Office of the Mayor activity, a vacancy savings reduction in the Office of the Mayor activity, and the increase in Federal Grant funding for the Serve DC (formerly known as the Commission on National and Community Service) activity. The gross budget supports 88.0 FTEs, an increase of 8.0 FTEs over the FY 2004 approved level.

Key Result Measures

Program 1: Office of the Mayor

Citywide Strategic Priority Area(s): Building

Partnerships and Democracy

Manager(s): Kelvin J. Robinson, Chief of Staff

Supervisor(s): Anthony A. Williams, Mayor

Measure 1.1: Percent of federal legislative agenda advanced through effective education and lobbying in Congress

	Fiscal Year		
	2004	2005	2006
Target	100	100	100
Actual	-	-	-

Measure 1.2: Percent change in residents engaged in setting priorities and partnering to achieve them through citizen summits and forums

	Fiscal Year		
	2004	2005	2006
Target	12	12	12
Actual	-	-	-

Note Measure wording and target changed. (5/04).

Measure 1.3: Percent change in local non-profits receiving grant application technical assistance and training to build civic capacity and sustain government

	Fiscal Year		
	2004	2005	2006
Target	20	20	20
Actual	-	-	-

Note Measure wording and target changed. (5/04).

Measure 1.4: Percent change in volunteers engaged through Serve DC

	Fiscal Year		
	2004	2005	2006
Target	10	10	10
Actual	-	-	-

Note Measure wording and target changed. (5/04).

Measure 1.5: Percent of LSDBE contracting target achieved

	Fiscal Year		
	2004	2005	2006
Target	100	100	100
Actual	-	-	-

Agency Management

	FY 2004	FY 2005
Budget	\$189,012	\$187,325
FTEs	2.0	1.0

Program Description

The **Agency Management** program provides operational support to the agency so that they have the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

Program Budget Summary

This program's budget has a gross funds decrease of \$1,687, or 0.9 percent from the FY 2004 approved budget of \$189,012, which is all in Local funds. This change is primarily due to aligning regular pay with the Schedule A in Local funds for the Legal activity. The gross budget supports one FTE, a decrease of one FTE from the FY 2004 approved level.

Program 2: Agency Management

Citywide Strategic Priority Area(s): Making

Government Work

Manager(s): Kelvin J. Robinson, Chief of Staff

Supervisor(s): Anthony A. Williams, Mayor

Measure 2.1: Dollars saved by agency-based labor management partnership project(s) Fiscal Year

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: Although agencies established their initial labor-management partnership projects in FY 2003, very few had cost savings as objectives. Agencies will continue ongoing projects and/or establish new projects by the third quarter of FY 2004. Cost savings will be tracked for this measure for those projects that have cost savings as a key objective.

Measure 2.2: Percent variance of estimate to actual expenditure (over/under)

	Fiscal Year		
	2004	2005	2006
Target	5	5	5
Actual	-	-	-

Measure 2.3: Cost of Risk

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: This measure replaces "Percent reduction of employee lost work-day injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost of Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost of Risk formula (1/9/04).

Measure 2.4: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression

	Fiscal Year		
	2004	2005	2006
Target	4	4	4
Actual	-	-	-

Measure 2.5: Percent of Key Result Measures achieved

	Fiscal Year		
	2004	2005	2006
Target	70	70	70
Actual	-	-	-

For more detailed information regarding the proposed funding for the activities within this agency's programs, please see schedule 30-PBB in the FY 2005 Operating Appendices volume

Office of the Secretary

www.os.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$2,570,310	\$2,768,504	\$3,678,719	32.9
FTEs	23.0	27.0	27.0	0.0

The mission of the Office of the Secretary is to provide protocol, ceremonial, legal, community grant funding and public records management services to the Mayor, District government agencies, notaries public, and charitable/nonprofit organizations so that they can better serve the District's statutory, economic/community development, and information needs.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- By FY 2006, 100 percent of legal mandates will be reviewed and prioritized and a staffing plan will be developed. During 2005 and 2006, that prioritized staffing plan will be implemented.
- By FY 2006, 100 percent of Echeated Estates Fund applications will be processed within 60 days or within statutory timeframes, whichever is shorter.
- By FY 2007, 100 percent of agency functions will be reviewed and an information technology/automation and physical storage plan will be developed. In accordance with that plan, the following milestones will be reached:
 - (1) By FY 2007, 10 percent of District agency documents will be stored in accordance with industry standards.
 - (2) By FY 2007, 60 percent of District regu-

lations will be available online.

- (3) Beginning in 2005 and continuing each year through 2008, there will be an overall annual increase of 10 percent in the number/percentage of documents available online.

- By FY 2006, we will establish an Office of International Affairs and develop a plan to delineate its functions, roles/responsibilities, and staffing requirements.
- By FY 2006, we will review service costs and develop a cost analysis for external services to District agencies.
By FY 2007, we will develop a cost-reimbursement schedule and a plan for the phased implementation of that schedule that addresses a balanced cost-sharing scheme and that accounts for annual increases in fees charged by the Office by the National Archives.

Funding by Source

Tables BA0-1 and 2 show the sources of funding and FTEs by fund type for the Office of the Secretary.

Table BA0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	2,209	2,168	2,402	3,264	861	35.9
Special Purpose Revenue Fund	90	393	366	415	49	13.3
Total for General Fund	2,300	2,561	2,769	3,679	910	32.9
Federal Grant	0	5	0	0	0	0.0
Total for Federal Resources	0	5	0	0	0	0.0
Private Grant Fund	0	4	0	0	0	0.0
Total for Private Funds	0	4	0	0	0	0.0
Gross Funds	2,300	2,570	2,769	3,679	910	32.9

Table BA0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	26	22	25	25	0	0.0
Special Purpose Revenue Fund	1	1	2	2	0	0.0
Total for General Fund	27	23	27	27	0	0.0
Total Proposed FTEs	27	23	27	27	0	0.0

Expenditure by Comptroller Source Group

Table BA0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table BA0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	1,314	1,376	1,369	1,525	156	11.4
12 Regular Pay - Other	26	20	86	0	-86	-100.0
13 Additional Gross Pay	36	19	40	0	-40	-100.0
14 Fringe Benefits - Curr Personnel	214	231	221	224	3	1.4
Subtotal Personal Services (PS)	1,590	1,646	1,716	1,749	33	1.9
20 Supplies and Materials	58	27	65	26	-39	-59.7
30 Energy, Comm. and Bldg Rentals	-1	54	22	12	-10	-46.7
31 Telephone, Telegraph, Telegram, Etc	28	28	31	45	14	45.7
32 Rentals - Land and Structures	31	93	125	1,125	1,000	800.6
33 Janitorial Services	37	9	8	7	-1	-8.1
34 Security Services	18	0	11	9	-1	-13.6
35 Occupancy Fixed Costs	0	0	0	15	15	100.0
40 Other Services and Charges	323	517	451	374	-76	-16.9
41 Contractual Services - Other	195	166	315	300	-15	-4.7
70 Equipment & Equipment Rental	20	30	25	15	-10	-40.0
Subtotal Nonpersonal Services (NPS)	709	924	1,053	1,930	877	83.3
Total Proposed Operating Budget	2,300	2,570	2,769	3,679	910	32.9

Gross Funds

The proposed budget is \$3,678,719 representing an increase of \$910,215 or 32.9 percent from the FY 2004 approved budget of \$2,768,504. There are 27 FTEs for the agency, no change from FY 2004.

General Fund

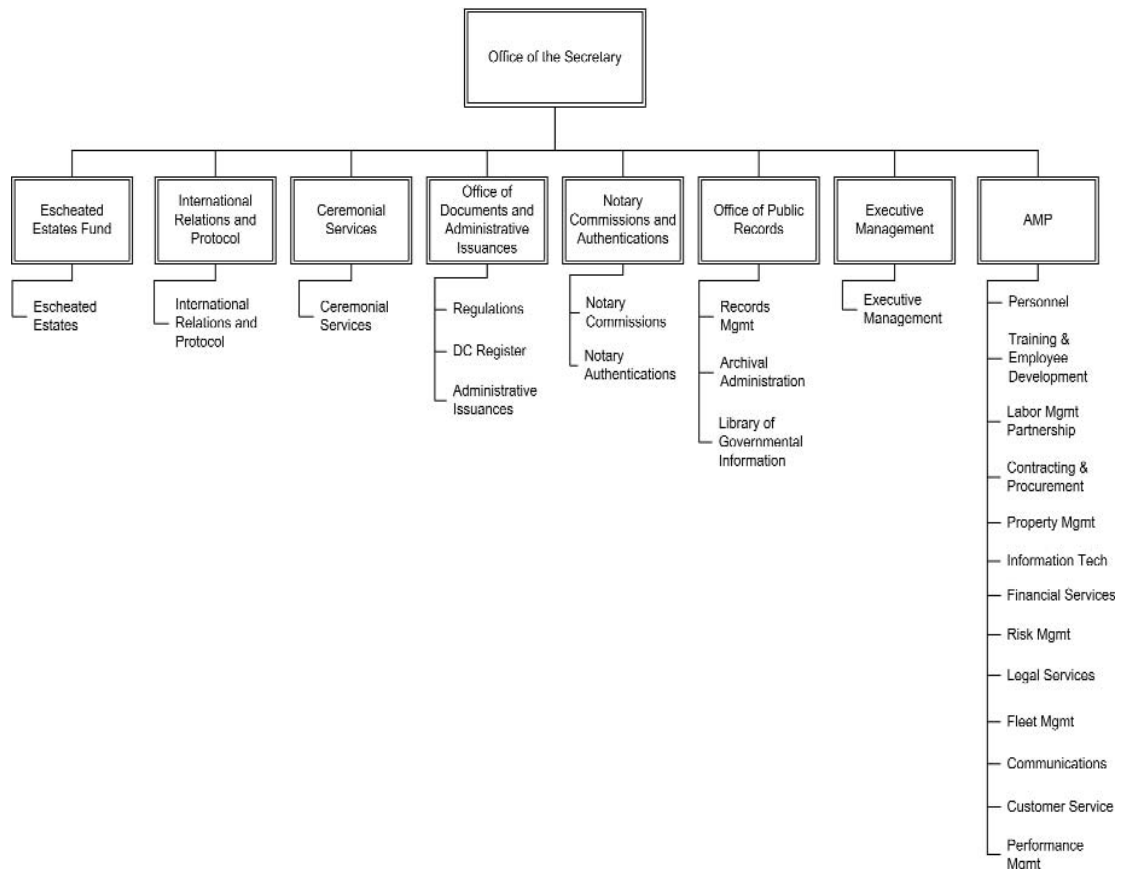
Local Funds. The proposed budget is \$3,263,719 representing an increase of \$861,424 or 35.9 percent over the FY 2004 budget of \$2,402,295. This change is primarily due to the \$1,125,000 increase in the Executive Management program's rent for the agency's relocation from Naylor Court to a new, leased facility. The original rent amount of \$1,500,000 was reduced by \$375,000 and transferred out to a pay-go contingency account. The funds will be restored to the agency if a need for the funds is demonstrated. There are 25 FTEs for the agency, no change from FY 2004.

Expenditure by Program

This funding is budgeted by program and the Office of the Secretary has the following program structure:

Figure BA0-1

Office of the Secretary



Special Purpose Revenue Funds. The proposed budget is \$415,000, representing an increase of \$48,791 or 13.3 percent over the FY 2004 approved budget of \$366,209. There are 2 FTEs for the agency, no change from FY 2004.

Programs

The Office of the Secretary is committed to the following programs:

Escheated Estates Funds

	FY 2004*	FY 2005
Budget	\$49,891	\$49,891
FTEs	1	1

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

Program Description

The purpose of the **Escheated Estates Funds** program is to provide grant funding to District-based nonprofit organizations so that they can

provide vital services to poor and needy District residents in a timely manner.

This program has one activity:

- **Escheated Estates** - provides grant funding to District-based nonprofit organizations so that they can provide vital services to poor and needy District residents in a timely manner.

Key Result Measures

Program 1: Escheated Estates Fund

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Danita Andrews

Supervisor(s): Sherryl Hobbs Newman, Secretary of the District of Columbia

Measure 1.1: Percent of EEF applications processed within 60 days or within statutory timeframes, whichever is shorter

	Fiscal Year	
	2005	2006
Target	50	75
Actual	-	-

International Relations and Protocol

	FY 2004*	FY 2005
Budget	\$97,132	\$26,531
FTEs	1	1

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

Program Description

The purpose of the **International Relations and Protocol** program is to provide liaison and outreach services to the diplomatic and international community, the D.C. community as a whole, and the Mayor and District Council so that they can bridge relationships and create cultural ties in order to build tourism, the regional economy, community/social health, and overall prominence.

This program has one activity:

- **International Relations and Protocol** - provides liaison and outreach services to the diplomatic and international community, the D.C. community as a whole, and the Mayor

and District Council so that they can bridge relationships and create cultural ties to build tourism, the regional economy, community/social health, and overall prominence.

Program Budget Summary

Since this agency transitions to a Performance-Based Budgeting (PBB) agency in FY 2005, no analysis can be done between the FY 2005 request and the previous budget years on a program-by-program basis. However, a change within this program resulted in a net decrease. The International Relations and Protocol activity's personal services decreased by \$75,000, due to a program reduction and vacancy savings.

Key Result Measures

Program 2: International Relations and Protocol

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Carlton Terry

Supervisor(s): Sherryl Hobbs Newman, Secretary of the District of Columbia

Measure 2.1: Percent of requests for courtesy visits and meetings responded to

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

Ceremonial Services

	FY 2004*	FY 2005
Budget	\$180,634	\$180,634
FTEs	3	3

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

Program Description

The purpose of the **Ceremonial Services** program is to provide ceremonial document services to individuals, businesses, organizations, and Federal and State government agencies across the United States so that they can have their activities and events recognized by the Mayor in a timely manner and/or have the Mayor participate in

their activity/event.

This program has one activity:

- **Ceremonial Services** - provides ceremonial document services to individuals, businesses, organizations, and Federal and State government agencies across the United States so that they can have their activities and events recognized by the Mayor in a timely manner and/or have the Mayor participate in their activity/event.

Key Result Measures

Program 3: Ceremonial Services

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Betty Akers

Supervisor(s): Sherryl Hobbs Newman, Secretary of the District of Columbia

Measure 3.1: Percent of requests for ceremonial documents responded to by request date

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

Office of Documents and Administrative Issuances

	FY 2004	FY 2005
Budget	\$556,368	\$739,277
FTEs	7	7

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

Program Description

The purpose of the **Office of Documents and Administrative Issuances** program is to provide technical, professional and other legal services to the Mayor, D.C. agencies, and the general public so that they can give and/or have official notice of all proposed and adopted legal mandates.

This program has three activities:

- **Regulations** - provides regulations review and compilation services to citizens worldwide so that they can be informed of all legal requirements of the District of Columbia in

a format that is accurate, complete, timely and user friendly.

- **D.C. Register** - provides review and technical assistance services to District executive and independent agencies so that they can be in compliance with editorial standards and legal requirements of the District of Columbia's Administrative Procedure Act, implementing regulations and D.C. Documents Act of 1978.
- **Administrative Issuances** - provides professional and technical assistance services to the Mayor and executive agencies so that they can implement major policies and programs and make appointments in a timely manner to foster the activities and operations of the D.C. government.

Program Budget Summary

Since this agency transitions to a PBB agency in FY 2005, no analysis can be done between the FY 2005 request and the previous budget years on a program-by-program basis. However, a change within this program increased the overall gross funds budget level. The D.C. Register activity's other services increased by \$102 based on special purpose revenue certification from the Office of Research and Analysis.

Key Result Measures

Program 4: Office of Documents and Administrative Issuances

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Arnold Finlayson

Supervisor(s): Sherryl Hobbs Newman, Secretary of the District of Columbia

Measure 4.1: Percent of regulations researched/reviewed/updated/compiled annually

	Fiscal Year	
	2005	2006
Target	33	40
Actual	-	-

Measure 4.2: Percent of rulemaking notices reviewed in time for publication in the D.C. Register

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

Measure 4.3: Percent of Mayor's orders/memoranda drafted and/or reviewed within 24 hours of submission

	Fiscal Year	
	2005	2006
Target	80	85
Actual	-	-

Notary Commissions and Authentications

	FY 2004*	FY 2005
Budget	\$345,336	\$236,966
FTEs	3	3

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

Program Description

The purpose of the **Notary Commissions and Authentications** program is to provide commissioning and authentication services to private individuals and businesses so that they can become notary publics in a timely and compliant manner and have their documents authenticated in a user friendly and timely manner.

This program has two activities:

- **Notary Commissions** - provides applications processing and notary licensing services to individuals and businesses so that they can become D.C. notaries public in a timely and compliant manner.
- **Notary Authentications** - provides country of origin and notary signature verification and District seal services to individuals and businesses so that they can have their documents authenticated in a user friendly and timely manner.

Key Result Measures

Program 5: Notary Commissions and Authentications

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Rosslyn Brown

Supervisor(s): Sherryl Hobbs Newman, Secretary of the District of Columbia

Measure 5.1: Percent of completed notary applications processed within 60 days

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

Measure 5.2: Percent of documents authenticated within the same business day

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

Office of Public Records

	FY 2004*	FY 2005
Budget	\$679,216	\$614,086
FTEs	5	5

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

Program Description

The purpose of the **Office of Public Records (OPR)** program is to provide archives and records management services to D.C. government agencies and the public so that they can gain access to records in the custody of the OPR to conduct the business of the government and the public.

This program has three activities:

- **Records Management** - provides temporary records management services to District government agencies and the public so that they can have timely access to temporary records stored in the D.C. record center.
- **Archival Administration** - provides historical records management services to District government agencies and the public so that they can have timely access to historical records stored in the D.C. archives.
- **Library of Governmental Information** - provides publication management services to District government agencies and the public so that they can have timely access to publications stored in the D.C. Records Center.

Program Budget Summary

Since this agency transitions to a PBB agency in FY 2005, no analysis can be done between the FY 2005 request and the previous budget years on a program-by-program basis. However, a change within this program increased the overall gross funds budget level. Office of Public Records contractual services decreased by \$14,600 due to a reduction in public records storage.

Key Result Measures

Program 6: Office of Public Records

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Clarence Davis

Supervisor(s): Sherryl Hobbs Newman, Secretary of the District of Columbia

Measure 6.1: Percent of new temporary records available for access to DC government agencies and the public at the Records Center within 10 working days after receipt

	Fiscal Year	
	2005	2006
Target	25	30
Actual	-	-

Measure 6.2: Percent of new historical records available for access to DC government agencies and the public at the Archival Center within 10 working days after receipt

	Fiscal Year	
	2005	2006
Target	25	30
Actual	-	-

Measure 6.3: Percent of agency record retention schedules reviewed/approved

	Fiscal Year	
	2005	2006
Target	25	30
Actual	-	-

Executive Management

	FY 2004*	FY 2005
Budget	\$495,810	\$1,467,218
FTEs	3	3

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

Program Description

The purpose of the **Executive Management** program is to provide oversight services for select commissions, legal appeals services, and official signatory services for the Mayor, the residents of the District and government employees so that they can foster good will, exercise their legal rights, and have legal authority for documents.

This program has one activity:

- **Executive Management** - provides oversight services for select commissions, legal appeal services, and official signatory services for District documents to the Mayor, District residents, and District government employees so that they can foster good will, exercise their legal rights, and have legal authority for documents.

Program Budget Summary

Since this agency transitions to a PBB agency in FY 2005, no analysis can be done between the FY 2005 request and the previous budget years on a program-by-program basis. However, changes within this program increased the overall gross funds budget level. The Executive Management activity's fixed costs had a net increase of \$960,156 based on estimates from the Office of Property Management. This increase is mostly comprised of the \$1,125,000 allotment for the agency's relocation from Naylor Court to a new, leased facility. The original amount for this relocation was \$1,500,000, but \$375,000 was transferred to a pay-go contingency fund, delaying the lease implementation. The agency may have these funds restored based on criteria established by the Council. In addition, this activity's other services and charges decreased by \$42,000 due to a reduction in outreach programs.

Key Result Measures

Program 7: Executive Management

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Sherryl Hobbs Newman, Secretary of the District of Columbia

Supervisor(s): Sherryl Hobbs Newman, Secretary of the District of Columbia

Measure 7.1: Percent of legal appeals (FOIA) rendered within statutory response times

	Fiscal Year	
	2005	2006
Target	15	20
Actual	-	-

Agency Management

	FY 2004*	FY 2005
Budget	\$364,117	\$364,116
FTEs	4	4

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

Program Description

The Agency Management program provides operational support to the agency so that they have the necessary tools to achieve operational and programmatic results. This program is standard for all agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

Key Result Measures**Program 8: Agency Management**

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Sherryl Hobbs Newman, Secretary of the District of Columbia

Supervisor(s): Sherryl Hobbs Newman, Secretary of the District of Columbia

Measure 8.1: Dollars saved by agency-based labor management partnership projects

	Fiscal Year	
	2005	2006
Target	-	-
Actual	-	-

Note: Although agencies established their initial labor-management partnership projects in FY 2003, very few had cost savings as objectives. Agencies will continue ongoing projects and/or establish new projects by the third quarter of FY 2004. Cost savings will be tracked for this measure for those projects that have cost savings as a key objective.

Measure 8.2: Percent variance of estimate to actual expenditure

	Fiscal Year	
	2005	2006
Target	-	-
Actual	-	-

Measure 8.3: Cost of Risk

	Fiscal Year	
	2005	2006
Target	-	-
Actual	-	-

Note: This measure replaces "Percent reduction of employee lost work-day injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost-of-Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula (1/9/04).

Measure 8.4: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression

	Fiscal Year	
	2005	2006
Target	-	-
Actual	-	-

Note: Targets will be established for agencies that will be added to the Mayor's Telephone Service Quality Standards tester pool prior to the submission of the District's budget to Congress in June 2004.

Measure 8.5: Percent of Key Result Measures Achieved

	Fiscal Year	
	2005	2006
Target	-	-
Actual	-	-

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2005 Operating Appendices volume.

Customer Service Operations

www.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$2,219,139	\$2,406,194	\$1,051,697	-56.3
FTEs	38.7	42.0	12.0	-71.4

The mission of the Customer Service Operations (CSO) is to build a District government infrastructure in which customer satisfaction and feedback are priorities, driving operational improvements and service delivery.

The agency plans to fulfill its mission by achieving the following strategic result goals:

Sustain responsiveness to constituent calls, written correspondence and requests for services, as evidenced by:

- 95 percent of correspondence will be responded to within 48 hours as assessed by the Quality Assurance program;
- 100 percent of phones with voicemail capability will meet the District's standards;
- 90 percent of callers to call centers will reach operator within 2.5 minutes;
- 95 percent of voicemail messages are responded to within 24 hours.

Ensure frontline contacts are handled with the highest level of professionalism and customer service. As evidenced by:

- 95 percent of the District's main operators provide customer service that is rated as good or excellent in courtesy, knowledge, etiquette and overall impression;
- 80 percent of walk-in contacts provide customer service that is rated as good or excellent on courtesy, knowledge, etiquette, and overall impression;

- 100 percent of MSS employees, customer service business partners and 85 percent of frontline employees with customer contact will have performance clauses in their evaluations;
- 100 percent of frontline employees participating in customer service training; establish a customer service certification program for District employees.

Maintain reliable entry points to government services. As evidenced by:

- 100 percent of agencies providing direct customer contact will utilize interpretation service on phone lines;
- 100 percent of agencies providing direct customer contact will have translation services available;
- 10 percent increase in District scheduled services that can be requested on-line.

Funding by Source

Tables CW0-1 and 2 show the sources of funding and FTEs by fund type for the Customer Service Operations.

Table CW0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	1,850	2,207	2,406	357	-2,049	-85.2
Total for General Fund	1,850	2,207	2,406	357	-2,049	-85.2
Intra-District Fund	0	12	0	695	695	100.0
Total for Intra-District Funds	0	12	0	695	695	100.0
Gross Funds	1,850	2,219	2,406	1,052	-1,354	-56.3

Table CW0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from from 04	Percent Change
General Fund						
Local Fund	34	39	42	5	-37	-88.1
Total for General Fund	34	39	42	5	-37	-88.1
Intra-District Funds						
Intra-District Fund	0	0	0	7	7	100.0
Total for Intra-District Funds	0	0	0	7	7	100.0
Total Proposed FTEs	34	39	42	12	-30	-71.4

Expenditure by Comptroller Source Group

Table CW0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table CW0-3

FY2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

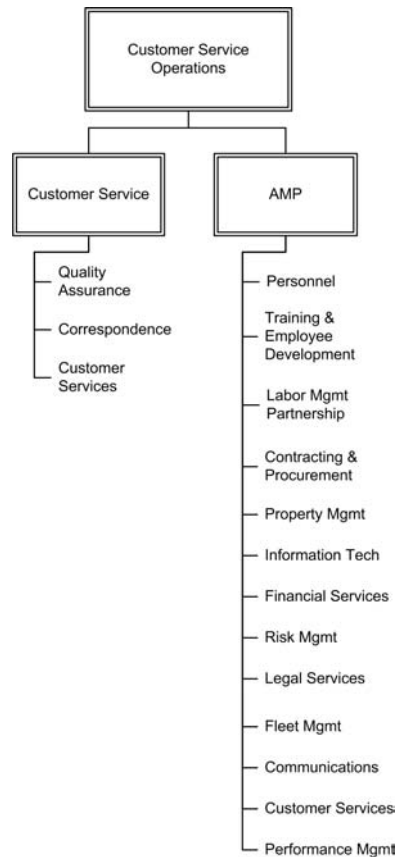
Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	1,300	1,471	1,634	205	-1,429	-87.5
12 Regular Pay - Other	40	34	0	444	444	100.0
13 Additional Gross Pay	10	30	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	251	278	245	119	-125	-51.2
15 Overtime Pay	20	41	0	0	0	0.0
Subtotal Personal Services (PS)	1,620	1,854	1,879	769	-1,110	-59.1
20 Supplies and Materials	10	12	11	11	0	0.0
30 Energy, Comm. and Bldg Rentals	0	0	11	10	-1	-5.5
31 Telephone, Telegraph, Telegram, Etc	4	30	27	41	14	50.0
32 Rentals - Land and Structures	0	0	10	0	-10	-100.0
33 Janitorial Services	0	0	7	6	0	-5.4
34 Security Services	0	0	9	8	-1	-8.1
35 Occupancy Fixed Costs	0	0	0	10	10	100.0
40 Other Services and Charges	89	57	76	76	0	0.0
41 Contractual Services - Other	127	230	329	122	-206	-62.8
70 Equipment & Equipment Rental	0	36	49	0	-49	-100.0
Subtotal Nonpersonal Services (NPS)	230	366	527	283	-244	-46.3
Total Proposed Operating Budget	1,850	2,219	2,406	1,052	-1,354	-56.3

Expenditure by Program

This funding is budgeted by program and CSO has the following program structure:

Figure CW0-1

Customer Service Operations



Gross Funds

The proposed budget is \$1,051,697, representing a decrease of \$1,354,498 or 56.3 percent from the FY 2004 approved budget of \$2,406,194. There are 12.0 FTEs for FY 2005, a decrease of 30.0 FTEs or 71.4 percent from the FY 2004 approved budget.

General Fund

Local Funds. The proposed budget is \$356,697, a decrease of \$2,049,498 or 85.2 percent from the FY 2004 approved budget of \$2,406,194. There are 5.0 FTEs for FY 2005, a decrease of 37.0 FTEs or 88.1 percent from the FY 2004 approved budget.

Intra-District Funds

The proposed budget is \$695,000, an increase of \$695,000 or 100.0 percent from the FY 2004 approved budget of \$0. There are 7.0 FTEs for FY 2005, an increase of 7.0 FTEs from the FY 2004 approved level.

Programs

Customer Service

	*FY 2004	FY 2005
Budget	\$2,233,924	\$735,822
FTEs	41.0	10.0

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

Program Description

The purpose of the Customer Service program is to provide leadership and strategic direction to agency representatives in pursuit of District-wide service delivery improvement by: Facilitating discussions to ensure complete understanding of service standards and performance expectations; Structuring meeting discussions to heighten awareness of service improvement measures, potential service solutions, and improvement opportunities; Fostering a collaborative, team approach to gain buy-in and agency participation in the overall improvement objective; Seizing opportunities to provide exposure and maximize networking opportunities to both internal and external resources in pursuit of improved performance results; Using this forum to impart and facilitate District-wide campaigns and initiatives to render further improvement of service delivery results.

Key Result Measures

Program 1: Customer Service Operations

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Yvonne McManus, Chief of Staff, Customer Service Operations; Ursula Ferguson, Quality Assurance Manager

Supervisor(s): Kelly Valentine, Director

Measure 1.1: Percent of correspondence that will be responded to within 48 hours as assessed by the Quality Assurance program

	Fiscal Year	
	2005	2006
Target	95	95
Actual	-	-

Measure 1.2: Percent of voicemail messages responded to within 24 hours

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

Measure 1.3: Percent of phones with voicemail capability that meet the District's standards

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

Measure 1.4: Percent of callers to District call centers that reach an operator within 2.5 minutes

	Fiscal Year	
	2005	2006
Target	90	95
Actual	-	-

Measure 1.5: Percent of District's main operators that provide customer service that is rated as good or excellent in courtesy, knowledge, etiquette and overall impression

	Fiscal Year	
	2005	2006
Target	95	95
Actual	-	-

Measure 1.6: Percent of walk-in contacts that provide customer service that is rated as good or excellent in courtesy, knowledge, etiquette and overall impression

	Fiscal Year	
	2005	2006
Target	85	90
Actual	-	-

Measure 1.7: Percent of MSS employees with performance clauses in their evaluations

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

Measure 1.8: Percent of frontline employees with performance clauses in their evaluations

	Fiscal Year	
	2005	2006
Target	90	100
Actual	-	-

Measure 1.9: Percent of frontline employees that participate in the certified customer service training program

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

Measure 1.10: Percent of customer contact agencies that provide interpretation services

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

Measure 1.11: Percent of customer contact agencies that have translation services available for the four most frequently requested languages

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

Note: Wording changed at the request of the agency (5/2004).
Languages may change depending on service demand.

Measure 1.12: Percent increase in scheduled services that can be requested on-line

	Fiscal Year	
	2005	2006
Target	10	10
Actual	-	-

Key activities associated with the Customer Service program are:

- **Customer Service Technological Support** - provides for internal and external customer solutions toward the technological advancements for scheduled services and performance management accountability to increase agency efficiency, productivity and service delivery. Cooperative initiatives with OCTO have resulted in the development of a series of programs including wireless applications for agency field access to the scheduled services database, the Service Request Center for direct constituent access to the scheduled services database and DC STAT for geographical based performance management and evaluation of service delivery. Future systems integrations with various agency applications will continue the expansion of available services through a single source database.
- **Mayor's Correspondence Unit** - ensures that the government is responsive when contacted in writing.
- **Mayor's Quality Assurance Unit** - assists the Mayor in holding agency directors accountable for rapid, visible improvements in service delivery. Agency directors are responsible for improved telephone service delivery in their respective agencies, as indicated in their established performance contracts.

Program Budget Summary

Since this agency transitions to PBB agency in

FY 2005, no analysis can be done between the FY 2005 request and the previous budget years on a program-by-program basis. However, a change within this program decreased the overall gross funds budget level. The call center activity of the customer service program was transferred to the new Office of Unified Communications (see UCO chapter), reducing the CSO's budget by \$1,330,765 and 30.0 FTEs. The Local budget for the tester program activity was eliminated. This program will be funded through Intra-District agreement. This represents a reduction of \$180,000 and 1.0 FTE in Local funds. Besides, there was a decrease of \$454,923 and 5 FTEs in Local funds. The 5 FTEs were converted to the Intra-District budget due to significant cuts to the Local budget. The agency plans to enter into memorandum of understanding (MOU) agreements with various District agencies. Therefore, an Intra-District budget in the amount of \$417,536 and 5.0 FTEs was established for the Customer Service program. The agency will use the interagency process for monitoring and testing calls for the District agencies. The CSO program will provide consulting services to government organizations to aid in the continuous development and improvement of service delivery performance. Through the development and delivery of customized training and service driven process redesign, CSO will target specific service delivery performance and seize improvement throughout government operations.

Agency Management Program

	FY 2004	FY 2005
Budget	\$172,270	\$315,875
FTEs	1.0	2.0

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

Program Description

The **Agency Management** program provides operational support to the agency so that they have the necessary tools to achieve operational and programmatic results. This program is stan-

dard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

Program Budget summary

Since this agency transitions to a PBB agency in FY 2005, no analysis can be done between the FY 2005 request and the previous budget years on a program-by-program basis. However, a change within this program decreased the overall gross funds budget level. In Local funds, a decrease of \$262 in security services based on revised fixed costs. One FTE was added to the budget. In addition, there was a Local funds decrease of nearly \$145,000 and 2 FTEs. The 2 FTEs were converted to the Intra-District budget due to cuts in the Local budget. The agency expects to enter MOU agreements with various District agencies. Therefore, an Intra-District budget in the amount of \$277,464 and 2.0 FTEs was established for the Agency Management program. The agency will use the interagency process for monitoring and testing calls for the District agencies.

Key Result Measures

Program 2: Agency Management

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Yvonne McManus, Chief of Staff, Customer Service Operations

Supervisor(s): Kelly Valentine, Director

Measure 2.1: Dollars saved by agency-based labor management partnership project(s)

	Fiscal Year	
	2005	2006
Target	5	5
Actual	-	-

Note Although agencies established their initial labor-management partnership projects in FY 2003, very few had cost savings as objectives. Agencies will continue ongoing projects and/or establish new projects by the third quarter of FY 2004. Cost savings will be tracked for this measure for those projects that have cost savings as a key objective.

Measure 2.2: Percent variance of estimate to actual expenditure (over/under)

	Fiscal Year	
	2005	2006
Target	-	-
Actual	-	-

Measure 2.3: Cost of Risk

	Fiscal Year	
	2005	2006
Target	-	-
Actual	-	-

Note This measure replaces "Percent reduction of employee lost work-day injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost-of-Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula (1/9/04).

Measure 2.4: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette, 4) Overall Impression

	Fiscal Year	
	2005	2006
Target	4	4
Actual	-	-

Measure 2.5: Percent of Key Result Measures Achieved

	Fiscal Year	
	2005	2006
Target	70	70
Actual	-	-

For more detailed information regarding the proposed funding for the activities within this agency's programs please see schedule 30-PBB in the FY 2005 Operating Appendices volume.

Office of the City Administrator

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Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$33,153,939	\$38,338,667	\$111,424,351	190.6
FTEs	92.7	109.0	118.5*	8.7

* Includes two capital-funded Intra-District positions.

The mission of the Office of the City Administrator is to provide direction, guidance and support to District agencies on behalf of the Mayor so that they can achieve their strategic goals.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- By FY 2006, integrate nine citywide initiatives for operational support into all mayoral agency strategic business plans and operations. Agencies will attain at least 80 percent of goals for each initiative.
 - Risk management
 - Neighborhood services
 - Customer service
 - Labor relations and partnerships
 - Performance management
 - Financial management
 - Local Small Disadvantaged Business Enterprises (LSDBE)
 - Emergency preparedness
 - Legislative responsiveness
- By 2005, the District's delivery of core services will reach the 80th percentile of operational effectiveness as determined by customer satisfaction surveys and agency strategic result goals.

- By 2005, all District agencies will develop performance-based budgets and justify mid-year changes to the plans based on the results that will or will not be achieved. All accountability tools will be customized to reflect performance-based plans.

Gross Funds

The proposed budget is \$111,424,351, representing an increase of \$73,085,684 or 190.6 percent over the FY 2004 approved budget of \$38,338,667. There are 118.5 total FTEs for the agency, an increase of 9.5, or 8.7 percent, over FY 2004.

General Funds

Local Funds. The proposed budget is \$8,226,207, representing an increase of \$515,545, or 6.7 percent over the FY 2004 budget of \$7,710,662. There are 85.0 FTEs funded through local sources, no change from FY 2004.

Funding by Source

Tables AE0-1 and 2 show the sources of funding and FTEs by fund type for the Office of the City Administrator.

Table AE0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	5,855	7,884	7,711	8,226	516	6.7
Special Purpose Revenue Fund	0	0	0	24,760	24,760	N/A
Total for General Fund	5,855	7,884	7,711	32,986	25,276	327.8
Federal Payments	490	2,767	0	0	0	0.0
Federal Grant	6,707	20,753	29,927	77,935	48,008	160.4
Total for Federal Resources	7,197	23,521	29,927	77,935	48,008	160.4
Intra-District Fund	1,542	1,750	701	503	-198	-28.2
Total for Intra-District Funds	1,542	1,750	701	503	-198	-28.2
Gross Funds	14,594	33,154	38,339	111,424	73,086	190.6

Table AE0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund	73	93	85	85	0	0.0
Special Purpose Revenue Fund	0	0	0	1	1	N/A
Total for General Fund	73	93	85	86	0	0.6
Federal Resources						
Federal Payments	0	0	0	0	0	0.0
Federal Grant	0	0	16	25	9	56.3
Total for Federal Resources	0	0	16	25	9	56.3
Intra-District Funds						
Intra-District Fund	0	0	8	6	-2	-25.0
Total for Intra-District Funds	0	0	8	6	-2	-25.0
Total Proposed FTEs	73	93	109	119	10	8.7

*Includes two capital-funded Intra-District positions.

Special Purpose Revenue Funds. The proposed budget is \$24,759,956, representing a 100.0 percent increase over the FY 2004 budget of \$0. This change is due to the reclassification of the Crime Victim's Assistance Fund from Federal payments to Special Purpose Revenue. There are 0.5 FTEs supported by these funds an increase of 0.5 over FY 2004 approved budget.

Federal Funds

The proposed budget is \$77,934,758, representing a change of \$48,007,816, or 160.4 percent over the FY 2004 budget of \$29,926,942. This change is primarily due to the establishment of

the State Homeland Security Supplemental grant and the Urban Area Initiative grant for the Deputy Mayor for Public Safety and Justice program. There are 25.0 FTEs funded by federal grants, , an increase of 9.0, or 156.3 percent, over FY 2004.

Intra-District Funds

The proposed budget is \$503,430, representing a decrease of \$197,633, or 28.2 percent from the FY 2004 budget of \$701,063. There are 6.0 FTEs supported by these funds a decrease of two, or 25 percent, from FY 2004.

Expenditure by Comptroller Source Group

Table AE0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table AE0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

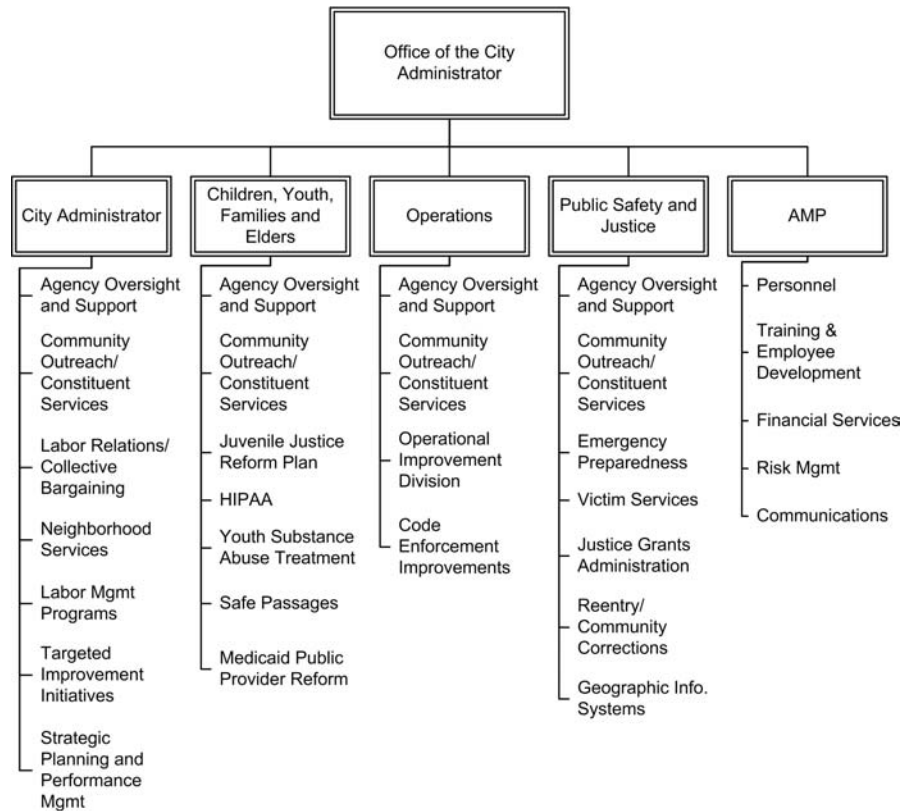
Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	4,082	5,161	6,396	5,979	-416	-6.5
12 Regular Pay - Other	484	599	837	2,228	1,391	166.2
13 Additional Gross Pay	66	147	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	746	922	1,072	1,272	200	18.7
15 Overtime Pay	3	3	0	3	3	100.0
Subtotal Personal Services (PS)	5,380	6,831	8,305	9,483	1,178	14.2
20 Supplies and Materials	33	81	63	98	36	57.5
30 Energy, Comm. And Bldg Rentals	29	34	53	4	-49	-92.8
31 Telephone, Telegraph, Telegram, Etc	125	109	269	382	112	41.7
32 Rentals - Land And Structures	26	0	97	0	-97	-100.0
33 Janitorial Services	9	1	31	2	-29	-92.8
34 Security Services	20	0	32	3	-29	-90.9
35 Occupancy Fixed Costs	0	0	0	4	4	100.0
40 Other Services And Charges	1,269	831	366	1,781	1,415	387.1
41 Contractual Services - Other	823	1,900	263	350	86	32.8
50 Subsidies And Transfers	6,761	23,003	28,846	99,295	70,449	244.2
70 Equipment & Equipment Rental	119	364	14	23	9	66.5
Subtotal Nonpersonal Services (NPS)	9,214	26,323	30,034	101,941	71,907	239.4
Total Proposed Operating Budget	14,594	33,154	38,339	111,424	73,086	190.6

Expenditure by Program

This funding is budgeted by program and the Office of the City Administrator has the following program structure:

Figure AE0-1

Office of the City Administrator



Programs

The Office of the City Administrator is committed to the following programs:

City Administrator

	FY 2004	FY 2005
Budget	\$5,265,915	\$5,731,218
FTEs	48.6	56.0*

*Includes two capital funded Intra-District positions.

Program Description

The **City Administrator** program provides and coordinates cross-agency and targeted improvement initiatives, including integration of strategic policy priorities, budgetary constraints and operational capacity to the Deputy Mayors and

District agencies so that they can increase government effectiveness. This program has seven activities:

- **Agency Oversight and Support** - monitors agency performance and provides resources or direction to Mayoral agencies so that they can overcome obstacles, increase their effectiveness, and achieve their strategic goals.
- **Community Outreach/Constituent Services** - provides information and referrals to constituents so that the specific issues they raise are resolved by the appropriate Mayoral agency in accordance with District customer service standards.
- **Strategic Planning and Performance Management** - provides performance reporting and evaluation services to the Mayor,

Council, Congress and the general public so that they can assess the extent to which District agencies achieve their strategic goals and performance targets.

- **Labor Relations and Collective Bargaining***
- represents the agencies under the personnel authority of the Mayor in a comprehensive labor relations and collective bargaining program so that they can limit potential liability and collaboratively work with the labor organizations which represent the majority of District employees.
- **Neighborhood Services** - provides community liaisons, strategic assessments, group inspections, referral and information services, interagency work plans, and follow-ups to District residents and District agencies so that they can resolve resident prioritized multi-agency problems.
- **Labor Management Programs*** - provides Labor-Management partnership training, consulting, and support to District agencies so that they can proactively and collaboratively resolve workplace issues.
- **Targeted Improvement Initiatives** - provides development and coordination of implementation plans for selected reform initiatives to Deputy Mayors and District agencies so that they can execute and sustain the desired reforms. As an example, the Master Facilities Program Coordination Plan is an initiative that will a) identify and develop program coordination opportunities/plans between agencies with similar missions and b) translate those opportunities/plan into a master facilities plan that will drive the long term capital budgeting process.

Program Budget Summary

This program's budget has a gross funds increase of \$465,303, or 8.8 percent over the FY 2004 approved budget of \$5,265,915. This includes a Local funds increase of \$844,286 and an Intra-District funds decrease of \$378,983. This change is primarily due to aligning regular pay in Local funds for the Target Improvement

Initiatives and Agency Oversight and Support activities; reclassifying a capital-funded Intra-District FTE to capital in Intra-District funds for the Targeted Improvement Initiatives activity; increasing the Targeted Improvement Initiatives activity's other services for the Anti-Violence Initiative; increasing the Labor Relations and Collective Bargaining activity's local budget to expand its services to additional District agencies. The gross budget supports 56.0 FTEs, an increase of seven FTEs from the FY 2004 approved level.

Key Result Measures

Program 1: City Administrator

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Robert C. Bobb, Deputy Mayor/City Administrator

Supervisor(s): Anthony A. Williams, Mayor

Measure 1.1: Percent of agency key result measure targets achieved

	2004	Fiscal Year 2005	2006
Target	75	75	75
Actual	-	-	-

Measure 1.2: Percent of agencies staying within budget

	2004	Fiscal Year 2005	2006
Target	100	100	100
Actual	-	-	-

Note: As defined by spending pressures identified in CFO's quarterly report on expenditures and obligations vs. spending plans requiring a gap-closing action plan.

Measure 1.3: Percent of District agencies with Performance-based budgets

	2004	Fiscal Year 2005	2006
Target	70	100	100
Actual	-	-	-

Note: Goal is to complete the expansion no later than the FY 2005 budget cycle in FY 2005. Measure formerly appeared as 1.5 in FY 2005 March budget.

*Funding breakouts of these activities are located at the end of the narrative.

Measure 1.4: Percent of agencies meeting Mayor's customer service standards

	Fiscal Year		
	2004	2005	2006
Target	90	95	95
Actual	-	-	-

Note: KRM was formerly 1.9 in the FY 2005 March budget. Measure wording changed (5/2004).

Measure 1.5: Percent reduction of citywide Cost of Risk

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: FY 2004 is the baseline year for this measure. FY 2005-2006 targets are TBD.

Deputy Mayor for Children, Youth, Families, and Elders

	FY 2004	FY 2005
Budget	\$1,291,205	\$1,410,113
FTEs	15.0	16.0

Program Description

The Deputy Mayor for Children, Youth, Families, and Elders program provides coordination and mediation of autonomous health and human service agency relationships toward the rebuilding and strengthening of the human service safety net so that agencies can improve the health and social status of the residents of the District of Columbia. This program has seven activities:

- **Agency Oversight and Support** - monitors agency performance and provides resources or direction to Children, Youth, Families and Elders cluster agencies so that they can overcome obstacles and achieve their strategic goals.
- **Community Outreach/Constituent Services** - provides information and referrals to constituents so that the specific issues that they raise are resolved by the appropriate Children, Youth, Families, and Elders cluster agency in accordance with District customer service standards.
- **Juvenile Justice Reform Plan** - provides child and youth-friendly treatment programs to delinquent youth so that they can be successfully rehabilitated and reintegrated into

households and communities.

- **Health Insurance Portability and Accountability Act (HIPAA)** - provides assessment and training to District agencies and organizations so that they can comply with federal HIPAA rules for transactions, privacy, and security of health information.
- **Youth Substance Abuse Treatment** - provides a continuum of prevention, intervention, and treatment services for youth who are in need of acute or residential care for substance abuse so that they can overcome addictions and become productive members of their community.
- **Safe Passages** - provides coordination and information to agency case managers so that they can implement seamless delivery of appropriate services to children, youth, and families.
- **Medicaid Public Provider Reform** - provides oversight and project coordination to Medicaid public providers so that they can increase billing efficiency.

Program Budget Summary

This program's budget has a gross funds increase of \$118,908, or 9.2 percent over the FY 2004 approved budget of \$1,291,205. This includes a Local funds increase of \$74,035 and an Intra-District funds increase of \$44,873. This change is primarily due to the 2.5 percent pay increase for non-union workers in all activities. The gross budget supports 16 FTEs, an increase of one FTE from the FY 2004 approved level.

Key Result Measures

Program 2: Children, Youth, Families and Elders

Citywide Strategic Priority Area(s): Strengthening Children, Youth, Families, and Elders

Manager(s): Neil O. Albert, Deputy Mayor for Children, Youth, Families and Elders

Supervisor(s): Robert C. Bobb, Deputy Mayor/City Administrator

Measure 2.1: Percent of cluster agency key result measure targets achieved

	Fiscal Year		
	2004	2005	2006
Target	75	75	75
Actual	-	-	-

Measure 2.2: Percent of cluster agencies staying within budget

	Fiscal Year		
	2004	2005	2006
Target	100	100	100
Actual	-	-	-

Note: As defined by spending pressures identified in CFO's quarterly report on expenditures and obligations vs. spending plans requiring a gap-closing action plan.

Measure 2.3: Percent of eligible children served by the OECD placed in subsidized child care facilities

	Fiscal Year		
	2004	2005	2006
Target	40	40	-
Actual	-	-	-

Note: FY 2006 target is TBD.

Measure 2.4: Percent of case managed women in Wards 5,6,7, and 8 who entered prenatal care in the first trimester of pregnancy

	Fiscal Year		
	2004	2005	2006
Target	-	78	-
Actual	-	-	-

Note: New measure in FY 2005. FY 2006 target is TBD.

Measure 2.5: Percent of DPR's 19 child development facilities that maintain national accreditation

	Fiscal Year		
	2004	2005	2006
Target	85	90	90
Actual	-	-	-

Measure 2.6: Percent of seniors who seek employment that are placed in jobs

	Fiscal Year		
	2004	2005	2006
Target	35	40	45
Actual	-	-	-

Measure 2.7: Percent change in the number of children under age 12 in group homes for more than 30 days compared to prior fiscal year

	Fiscal Year		
	2004	2005	2006
Target	-12.5	-43	-50
Actual	-	-	-

Measure 2.8: Percentage of children receiving MH services

	Fiscal Year		
	2004	2005	2006
Target	3	5	5
Actual	-	-	-

Deputy Mayor for Operations

	FY 2004	FY 2005
Budget	\$695,558	\$611,419
FTEs	7.3	8.0

Program Description

The Deputy Mayor for Operations program provides direction and support to agencies in the Operations cluster so that they can better service District residents who seek direct services and/or District agencies that are reliant on the administrative services provided by supply-line agencies. This program has four activities:

- **Agency Oversight and Support** - monitors agency performance and provides resources or direction to Operations cluster agencies so that they can overcome obstacles and achieve their strategic goals.
- **Community Outreach/Constituent Services** - provides information and referrals to constituents so that the specific issues they raise are resolved by the appropriate Operations cluster agency in accordance with District customer service standards.
- **Operational Improvements Division** - provides guidance and support to District agencies using conventional management consulting techniques and business process reengineering so that they can direct a higher quality of services.
- **Code Enforcement** - provides assistance to District agencies in modifying regulations to

ensure compliance with the D.C. Code, cross-train agency personnel for effective enforcement and to enhance regulatory oversight so that they can promote clean, healthy, and safe neighborhoods through increased inter-agency cooperation.

Program Budget Summary

This program's budget has a gross funds decrease of \$84,139, or 12.1 percent from the FY 2004 approved budget of \$695,558, in which all funds are Local. This change is primarily due to Local funds vacancy savings in all activities. The gross budget supports eight FTEs, an increase of one FTE over the FY 2004 approved level.

Key Result Measures

Program 3: Operations

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Herbert R. Tillery, Deputy Mayor for Operations

Supervisor(s): Robert C. Bobb, Deputy Mayor/City Administrator

Measure 3.1: Percent of cluster agency key result measure targets achieved

	Fiscal Year		
	2004	2005	2006
Target	75	75	75
Actual	-	-	-

Measure 3.2: Percent of cluster agencies staying within budget

	Fiscal Year		
	2004	2005	2006
Target	100	100	100
Actual	-	-	-

Note: As defined by spending pressures identified in CFO's quarterly report on expenditures and obligations vs. spending plans requiring a gap-closing action plan.

Measure 3.3: Percent of driver's services visits completed within 50 minutes or less

	Fiscal Year		
	2004	2005	2006
Target	-	85	85
Actual	-	-	-

Note: New measure in FY 2005.

Measure 3.4: Percent change in average time to implement a Capital Construction Project

	Fiscal Year		
	2004	2005	2006
Target	-10	-10	-15
Actual	-	-	-

Measure 3.5: Percent of DPW and DDOT scheduled services completed within established timeframes

	Fiscal Year		
	2004	2005	2006
Target	85	87	90
Actual	-	-	-

Measure 3.6: Percent change in child support orders established

	Fiscal Year		
	2004	2005	2006
Target	2.5	2.5	2.5
Actual	-	-	-

Measure 3.7: Percent of planned workforce request commitments met on time

	Fiscal Year		
	2004	2005	2006
Target	90	90	90
Actual	-	-	-

Measure 3.8: Small purchase average cycle time (days)

	Fiscal Year		
	2004	2005	2006
Target	10	5	5
Actual	-	-	-

Measure 3.9: Percent of traffic signals repaired in 24 hours

	Fiscal Year		
	2004	2005	2006
Target	85	85	85
Actual	-	-	-

Deputy Mayor for Public Safety and Justice

	FY 2004	FY 2005
Budget	\$30,518,274	\$103,385,096
FTEs	34.7	34.5

Program Description

The Deputy Mayor for Public Safety and Justice program provides direction, guidance and sup-

port to the District's public safety agencies and develops and leads interagency public safety programs to improve the quality of life of the District's neighborhoods. This program has seven activities:

- **Agency Oversight and Support** - monitors agency performance and provides resources or direction to Public Safety and Justice cluster agencies so that they can overcome obstacles and achieve their strategic goals.
- **Community Outreach/Constituent Services** - provides information and referrals to constituents so the specific issues they raise are resolved by the appropriate Public Safety and Justice cluster agency in accordance with District customer service standards.
- **Homeland Security** - provides resources, direction, planning, and coordination to local, regional, and federal government and private sector partners so that the District government is resourced and operationally ready to respond to an emergency of any size.
- **Victim Services** - develops an effective District-wide response to victims by: identifying gaps in service; building cooperative relationships with District agencies and victim services groups; providing funding to non-government and government service providers; and building an infrastructure to address the needs of crime victims so that they can receive needed support and services after their victimization.
- **Justice Grants Administration** - receives and accounts for Department of Justice Federal Grants and provides resources to government and non-governmental organizations so that they can support the District's public safety and justice strategic goals.
- **Reentry/Community Corrections** - improves the service delivery system to offenders returning from prison and limits risks to public safety by providing guidance and coordination among public and private sector agencies that service offenders in the District and provides the public with information so that ex-offenders can effectively reintegrate into communities and communi-

ties are prepared to receive them.

- **Geographic Information Services (GIS)** - creates a GIS infrastructure that supports all District agencies in community-based service delivery and allows the public to access information they need about their neighborhoods and their government so that agencies are equipped to address service needs at the local neighborhood level and community members can understand and participate in their neighborhood revitalization.

Program Budget Summary

This program's budget has a gross funds increase of \$72,866,822, or 238.8 percent over the FY 2004 approved budget of \$30,518,274. This includes a Local funds decrease of \$37,427, a Federal Grants increase of \$48,007,816, a Special Purpose Revenue funds increase of \$24,759,956, and an Intra-District funds increase of \$136,477. This change is primarily due to increased Federal Grant funds for the Homeland Security activity mainly due to the establishment of the State Homeland Security Supplemental grant and the Urban Area Initiative grant and the reclassification of the Crime Victim's Assistance Fund to Special Purpose Revenue, from the Justice Grants Administration activity to the Victim Services activity (this amount includes fund balance from prior years). The gross budget supports 34.5 FTEs, a decrease of 0.2 FTE from the FY 2004 approved level.

Key Result Measures

Program 4: Public Safety and Justice

Citywide Strategic Priority Area(s): Building Safer Neighborhoods

Manager(s): TBD, Deputy Mayor for Public Safety and Justice

Supervisor(s): Robert C. Bobb, Deputy Mayor/City Administrator

Measure 4.1: Percent of cluster agency key result measure targets achieved

	Fiscal Year		
	2004	2005	2006
Target	75	75	75
Actual	-	-	-

Measure 4.2: Percent of cluster agencies staying within budget

	Fiscal Year		
	2004	2005	2006
Target	100	100	100
Actual	-	-	-

Note: As defined by spending pressures identified in CFO's quarterly report on expenditures and obligations vs. spending plans requiring a gap-closing action plan.

Measure 4.3: Percent change in DC Code Index violent crimes

	Fiscal Year		
	2004	2005	2006
Target	-10	-10	-
Actual	-	-	-

Note: FY 2006 target is TBD.

Measure 4.4: Percent change in DC Code Index property crimes

	Fiscal Year		
	2004	2005	2006
Target	-10	-10	-
Actual	-	-	-

Note: FY 2006 target is TBD.

Measure 4.5: Percent of ALS responses to critical medical calls within eight minutes

	Fiscal Year		
	2004	2005	2006
Target	90	90	90
Actual	-	-	-

Measure 4.6: Percent of 911 calls answered within five seconds

	Fiscal Year		
	2004	2005	2006
Target	90	90	90
Actual	-	-	-

Measure 4.7: Percent of Department of Homeland Security (DHS) funds obligated with subgrants awarded within the appropriate timetable

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: DHS funds consist of State Homeland Security Grant Program (SHSGP) funds for the District and Urban Area Security Initiative (UASI) funds for the region of the District, Maryland and Virginia. SHSGP funds should be obligated and subgrants awarded within 90 days of DHS award and UASI funds should be obligated and subgrants awarded within 180 days of DHS award. Targets will be set prior to FY 2005 based on FY 2004 baseline performance.

Agency Management Program

	FY 2004	FY 2005
Budget	\$567,714	\$286,505
FTEs	3.4	4.0

Program Description

The **Agency Management** program provides operational support to the agency so that they have the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

Program Budget Summary

This program's budget has a gross funds decrease of \$281,209 or 49.5 percent from the FY 2004 approved budget of \$567,714, in which all funds are Local. This change is primarily due to a decrease in the Personnel activity to align regular pay and Local funds vacancy savings for all activities. The gross budget supports 4 FTEs, an increase of 0.6 FTEs from the FY 2004 approved level.

Key Result Measures

Program 5: Agency Management

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Edward D. Reiskin, Chief of Staff, Office of the City Administrator

Supervisor(s): Robert C. Bobb, Deputy Mayor/City Administrator

Measure 5.1: Dollars saved by agency-based labor management partnership project(s)

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: Although agencies established their initial labor-management partnership projects in FY 2003, very few had cost-savings as objectives. Agencies will continue ongoing projects and/or establish new projects by the third quarter of FY 2004. Cost-savings will be tracked for this measure for those projects that have costs savings as a key objective.

Measure 5.2: Percent variance of estimate to actual expenditure (over/under)

	Fiscal Year		
	2004	2005	2006
Target	5	5	5
Actual	-	-	-

Measure 5.3: Cost of Risk

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: This measure replaces "Percent reduction of employee lost work-day injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost-of-Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula (1/9/04).

Measure 5.4: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression

	Fiscal Year		
	2004	2005	2006
Target	4	4	4
Actual	-	-	-

Measure 5.5: Percent of Key Result Measures achieved

	Fiscal Year		
	2004	2005	2006
Target	70	70	70
Actual	-	-	-

According to the requirements of the Fiscal Year 2005 Budget Submission Requirements Resolution of 2004 (R15-384), the proposed budgets for the requested activities in the Office of the City Administrator are as follows:

Activity Budget Summary

Labor Relations and Collective Bargaining A gross funds increase of \$180,215, or 16.2 percent over the FY 2004 approved budget of \$1,110,275. This includes a Local funds increase of \$184,094 and an Intra-District funds decrease of \$3,879. This change is primarily due to an increase of \$153,000 so that the activity can expand its services to additional District agencies. The gross budget supports 15.0 FTEs, a decrease of three from the FY 2004 approved level.

Labor Management Partnerships A gross funds increase of \$23,768, or 8.0 percent over the FY 2004 approved budget of \$295,920. This includes a Local funds increase of \$118,740 and an Intra-District funds decrease of \$94,972. This change is primarily due to aligning regular pay in Local and Intra-District funds. In addition, funding for Local positions was incorrectly classified as Intra-District in FY 2004. The nonpersonal gross funds for this activity for FY 2004 are located in the Agency Oversight and Support activity under the City Administrator program; these funds totaled \$37,454. The nonpersonal services amount is yet to be determined in FY 2005, but it is anticipated that it will be similar to last year's figure. The gross budget supports six FTEs, a decrease of one from the FY 2004 approved level.

For more detailed information regarding the proposed funding for the activities within this agency's programs, please see schedule 30-PBB in the FY 2005 Operating Appendices volume.

Table Labor Relations and Collective Bargaining - 1

FY 2005 Proposed Local Operating Budget, by Comptroller Source Group

(dollars)

Comptroller Source Group	Actual FY 2002*	Actual FY 2003*	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full time	782,721	771,263	817,630	926,985	109,355	13.4%
14 Fringe Benefits - Curr Personnel	138,127	115,690	122,645	141,235	18,591	15.2%
Subtotal Personal Services (PS)	920,848	886,953	940,275	1,068,220	127,946	13.6%
20 Supplies and Materials	5,000	6,523	7,500	15,000	7,500	100.0%
40 Other Services and Charges	13,710	4,240	4,875	44,648	39,773	815.9%
41 Contractual Services - Other	44,432	0	0	0	0	0.0%
70 Equipment & Equipment Rental	2,384	2,284	2,625	11,500	8,875	338.1%
Subtotal Nonpersonal Services (NPS)	65,526	13,047	15,000	71,148	56,148	374.3%
Total Proposed Operating Budget	986,374	900,000	955,275	1,139,368	184,094	19.3%

Note: *FY 2002 and FY 2003 activity actuals are presented for comparison purposes only. Activity budgets did not exist in FY 2002 and FY 2003 for this agency because the agency had not yet created its Performance-Based Budgeting structure.

Table Labor Relations and Collective Bargaining - 2

FY 2005 Proposed Intra-District Operating Budget, by Comptroller Source Group

(dollars)

Comptroller Source Group	Actual FY 2002*	Actual FY 2003*	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full time	0	0	134,783	131,410	-3,373	-2.5%
14 Fringe Benefits - Curr Personnel	0	0	20,217	19,712	-505	-2.5%
Subtotal Personal Services (PS)	0	0	155,000	151,122	-3,878	-2.5%
20 Supplies and Materials	0	4,787	0	0	0	0.0%
40 Other Services and Charges	0	20,341	0	0	0	0.0%
41 Contractual Services - Other	55,568	0	0	0	0	0.0%
70 Equipment & Equipment Rental	0	30,440	0	0	0	0.0%
Subtotal Nonpersonal Services (NPS)	55,568	55,568	0	0	0	0.0%
Total Proposed Operating Budget	55,568	55,568	155,000	151,122	-3,878	-2.5%

Note: *FY 2002 and FY 2003 activity actuals are presented for comparison purposes only. Activity budgets did not exist in FY 2002 and FY 2003 for this agency because the agency had not yet created its Performance-Based Budgeting structure.

Table Labor Management Partnerships-1

FY 2005 Proposed Local Operating Budget, by Comptroller Source Group

(dollars)

Comptroller Source Group	Actual FY 2002*	Actual FY 2003*	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	44,163	108,132	174,737	277,989	103,252	59.1
14 Fringe Benefits - Curr Personnel	6,624	16,220	26,211	41,698	15,487	59.1
Subtotal Personal Services (PS)	50,787	124,352	200,948	319,687	118,739	59.1
Total Proposed Operating Budget	50,787	124,352	200,948	319,687	118,739	59.1

*FY 2002 and FY 2003 activity actuals are presented for comparison purposes only. Activity budgets did not exist in FY 2002 and FY 2003 for this agency because the agency had not yet created its performance-based budgeting structure.

Table Labor Management Partnerships-2

FY 2005 Proposed Intra-District Operating Budget, by Comptroller Source Group

(dollars)

Comptroller Source Group	Actual FY 2002*	Actual FY 2003*	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	0	0	82,584	0	-82,584	-100.0
14 Fringe Benefits - Curr Personnel	0	0	12,388	0	-12,388	-100.0
Subtotal Personal Services (PS)	0	0	94,972	0	-94,972	-100.0
Total Proposed Operating Budget	0	0	94,972	0	-94,972	-100.0

*FY 2002 and FY 2003 activity actuals are presented for comparison purposes only. Activity budgets did not exist in FY 2002 and FY 2003 for this agency because the agency had not yet created its performance-based budgeting structure.

D.C. Office of Risk Management

www.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$0	\$1,565,038	\$2,022,710	29.2
FTEs	0.0	23.0	23.0	0.0

The mission of the D.C. Office of Risk Management (DCORM) is to provide risk identification, analyses, control and financing direction, guidance, and support to District agencies so that they can minimize the total cost of risk.

This includes the cost of retained losses, risk control costs, net transferred risks, and administrative costs. This is accomplished by systematically identifying and analyzing exposures to risk, selecting and implementing appropriated risk control strategies and prudently financing anticipated and incurred losses into a District-wide risk management program. DCORM is created within the executive branch of the government of the District of Columbia with direct oversight by the City Administrator. The office is responsible for clarifying understanding of the exposures to risk that represent the possibility of unanticipated loss of resources, faced by the District government, and minimizing the probability, occurrence, and impact of those unanticipated losses. This preservation of physical, human, and finan-

cial resources is accomplished through an integrated matrix of agency-specific and cross-cutting strategies to manage risk.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Institutionalization of risk management as a regular District-wide and agency-specific function.
- Systematization of the identification and analysis of District-wide and agency-specific exposures to risk.
- Minimization of the likelihood and severity of losses through effective safety and security risk control strategies.
- Formalization of the philosophy, policies, and procedures for financing identified risks and incurred losses.

Funding by Source

Tables RK0-1 and 2 show the sources of funding and FTEs by fund type for the D.C. Office of Risk Management.

Table RK0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	0	0	1,565	1,323	-242	-15.5
Total for General Fund	0	0	1,565	1,323	-242	-15.5
Intra-District Fund	0	0	0	700	700	100.0
Total for Intra-District Funds	0	0	0	700	700	100.0
Gross Funds	0	0	1,565	2,023	458	29.2

Table RK0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	0	0	23.0	23.0	0.0	0.0
Total for General Fund	0	0	23.0	23.0	0.0	0.0
Total Proposed FTEs	0	0	23.0	23.0	0.0	0.0

Expenditure by Comptroller Source Group

Table RK0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table RK0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	0	0	1,199	1,611	412	34.4
14 Fringe Benefits - Curr Personnel	0	0	180	251	71	39.4
Subtotal Personal Services (PS)	0	0	1,379	1,861	483	35.0
20 Supplies and Materials	0	0	30	10	-20	-66.7
30 Energy, Comm. and Bldg Rentals	0	0	79	24	-55	-69.1
31 Telephone, Telegraph, Telegram, Etc	0	0	10	25	15	152.8
32 Rentals - Land and Structures	0	0	0	0	0	0.0
33 Janitorial Services	0	0	0	15	15	100.0
34 Security Services	0	0	13	15	2	18.9
35 Occupancy Fixed Costs	0	0	0	32	32	100.0
40 Other Services and Charges	0	0	35	29	-5	-15.5
70 Equipment & Equipment Rental	0	0	20	10	-10	-50.0
Subtotal Nonpersonal Services (NPS)	0	0	187	162	-25	-13.4
Total Proposed Operating Budget	0	0	1,565	2,023	458	29.2g

*Percent change is based on whole dollars.

Figure RK0-1

D.C. Office of Risk Management



Gross Funds

The proposed budget is \$2,022,710, an increase of \$457,672 or 29.2 percent over the FY 2004 approved budget of \$1,565,038. There are 23.0 FTEs for the agency, no change from FY 2004.

General Fund

Local Funds. The proposed budget is \$1,322,710, a decrease of \$242,328 or 15.5 percent from the FY 2004 approved budget of \$1,565,038. There are 23.0 total FTEs for the agency, no change from FY 2004.

Changes from the FY 2004 approved budget are:

- A net decrease of \$16,081 in nonpersonal services that includes an increase of \$73,872 in occupancy costs, security services, janitorial services, and telecommunication expenses and a decrease of \$89,953 in equipment, other services and charges, energy, and supplies and materials.
- A reduction of \$217,425 in personal services.
- A reduction of \$5,200 in security due to cost saving measures.
- A reduction of \$3,622 in telecommunication due to cost saving measures.

Intra-District Funds

The proposed budget is \$700,000, an increase of \$700,000 from the FY 2004 approved budget of \$0. There are no FTEs supported by this fund. The entire increase is in personal services.

Programs

The following duties and functions transferred to DCORM in FY 2004: the administration of the Settlements and Judgments fund from the Office of the Attorney General, and the District of Columbia Government Employees Disability Compensation program from the Office of the City Administrator.

The D.C. Office of Risk Management operates the following programs:

Office of the Director

The Chief Risk Officer heads the Office of the Director. The purpose of the office is to provide risk management direction, guidance and sup-

port to District government agencies so that the agencies can minimize the total cost of risk, resulting in improved government operations and enhanced service delivery. This is accomplished by integrating agency's programs: which are risk identification and analysis, risk control, finance and administrative services, strategies, and prudently anticipated and incurred losses, into a District government integrated risk management program.

Risk Identification and Analysis Division

The primary goal of the Risk Identification and Analysis division is to integrate the work of agency risk management representatives who systematically identify, measure, analyze and document the Government of the District of Columbia's exposure to risk, thereby creating a dynamic D.C. risk map that supports definition of efficient and effective risk management strategy. Some key division functions are:

- Coordinate and integrate work of Agency Risk Management Representatives including systematic identification, measurement, analysis and documentation of agency/District exposures to risk.
- Create and maintain dynamic District government prioritization risk map based on frequency and severity projections of anticipated losses.
- Coordinate D.C. Risk Management Council agenda and follow-up, including agency director's accountability for performance contract risk management requirements.
- Review and guide agency Risk Assessment and Control Committee activities relative to risk management plans.
- Provide technical risk management expertise in the implementation of risk management plans, especially to agencies with collateral duty risk management representatives.

Risk Control Division

The primary goal of the Risk Control division is to effectively minimize the probability, frequency, and severity of accidental losses on a pre-loss and post-loss basis through a compliance-monitoring program for safety, security and contingency

planning for emergencies by all D.C. agencies. Some key division functions are:

- Consultative program for safety, security and contingency planning for emergencies.
- Monitor compliance with risk control deficiency remediation recommendations.
- Detailed loss analysis and related benchmarking and risk control strategy research.
- Agency-specific risk control consultation relative to remediation and mitigation strategies.
- Regular risk control on-site assessments relative to safety, physical security and operational exposures.

Risk Financing Division

The primary goals of the Risk Financing division is to professionally anticipate and plan for funding loss payments and manage the adjudication of claims and recoveries. Some key division functions are:

- Oversee Claims Bureau management and processes for adjudicating property, liability and disability compensation claims against the District government.
- Review claim summaries and management reports identifying trends and issues for follow up.
- Cultivate a cooperative relationship with agencies and Office of the Attorney General relative to claim management and cost-of-risk allocation factors.
- Develop and implement appropriate risk financing alternative for identified exposures.
- Provide risk management review of contracts, agreements, and leases in order to identify risk management implications.

Risk Administrative Services Division

The primary goal of the Risk Administrative Services division is to enhance service delivery of DCORM through financial, data, technology and office management support services. Some key division functions are:

- Manage Risk Management Information System (RMIS) and related systems, especially Administrative Services Modernization

Program - (ASMP) systems interface.

- Maintain Office of Risk Management (ORM) website.
- Execute cost-of-risk allocation system to agencies.
- Maintain Risk Management Resource Library.
- Coordinate Risk Management Training Institute functions.
- Provide financial and administrative support to ORM including finance, budget, human resource and procurement functions.

Agency Goals and Performance Measures

Goal 1: Support District agencies so that they can minimize the total cost of risk.

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): James Jacobs, Director

Supervisor(s): James Jacobs, Director

Measure 1.1: Percent of industry "cost of risk" benchmarks (including those from Risk and Insurance Management Society (RIMS) and Public Risk Management Association (PRIMA) benchmark surveys) met by ORM and District

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	-	110	105	100
Actual	N/A	N/A	-	-	-

Note: ORM set a baseline for this measure during FY 2003.

Measure 1.2: Percent reduction in total cost of risk (as measured by net insurance premiums, retained losses, risk control expenses and administrative costs)

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	-	110	105	100
Actual	N/A	N/A	-	-	-

Note: ORM will set a baseline for this measure during FY 2004.

D.C. Office of Personnel

www.dcop.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$10,713,792	\$11,473,298	\$13,799,785	20.3
FTEs	120.1	141.0	141.1	0.0

The mission of the D.C. Office of Personnel (DCOP) is to provide comprehensive human resource management services to client agencies so that they can strengthen individual and organizational performance and enable the government to attract, develop and retain a highly qualified, diverse workforce.

DCOP was created by Mayor's Order 79-84, "Establishment of an Office of Personnel and to Provide for the Transfer of Personnel Program Functions and Resources in Accordance with D.C. Law 2-139 (District of Columbia Merit Personnel Act of 1978)," and by legislation now codified as D.C. Code Section 1-604.2.

Through the personnel authority delegated to the Mayor, DCOP develops proposed legislation, rules, and regulations governing the personnel management functions for the career, excepted, executive, legal, and management supervisory services classifications of employees in the agencies under the authority of the Mayor.

DCOP advises and assists the Mayor, City Administrator, Deputy Mayors and agency directors on all matters relating to employees, personnel management programs, and policies. The agency also manages the Human Resources Development Fund (see agency HD0), which finances the Center for Workforce Development, and manages the D.C. Office of Personnel Trust Fund (see agency UV0), which finances post-employment benefits for District employees hired after September 30, 1987.

The agency plans to fulfill its mission by achieving the following strategic result goals:

Attract, select and retain top quality employees:

- Streamline and improve the quality of the hiring process.
 - FY 2005: 100 percent of agencies under the authority of the Mayor will have workforce plans in place by September 30th.
- Build a competitive benefits structure.
 - FY 2005: 70 percent of benefit plans offered will be equivalent to benefit plans offered by similar organizations in a benefits survey.
- Continue to streamline and improve compensation and classification structure and processes.
 - FY 2005: 40 percent of current pay schedules will be reduced.

Consistently support high quality performance:

- Improve utilization of performance evaluation systems and reward mechanisms.

- FY 2005: 92 percent of employees covered under the Performance Management Program will have a performance plan in place by the due date.
 - FY 2005: 87 percent of employees will have a performance evaluation completed on time.
 - Increase knowledge and enhance skills of D.C. government employees through training classes offered by the Center for Workforce Development.
 - FY 2005: 75 percent of employees indicate training helped them gain knowledge or apply new skills in performing their jobs.
- Build a professional and effective human resource management infrastructure:**
- Create a modern, reliable HR management infrastructure.
 - FY 2005: Procure and implement the advanced benefits, pension and service center components of the Human Resources Information System (HRIS).

Funding by Source

Tables BE0-1 and 2 show the sources of funding and FTEs by fund type for the D.C. Office of Personnel.

Table BE0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	13,692	8,230	8,990	11,393	2,403	26.7
Special Purpose Revenue Fund	1,290	218	758	503	-256	-33.7
Total for General Fund	14,982	8,448	9,748	11,896	2,147	22.0
Intra-District Fund	600	2,266	1,725	1,904	179	10.4
Total for Intra-District Funds	600	2,266	1,725	1,904	179	10.4
Gross Funds	15,582	10,714	11,473	13,800	2,326	20.3

Table BE0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	105	92	111	117	6	5.3
Special Purpose Revenue Fund	17	0	3	6	3	92.3
Total for General Fund	122	92	114	123	9	7.6
Intra-District Funds						
Intra-District Fund	15	28	27	18	-9	-32.5
Total for Intra-District Funds	15	28	27	18	-9	-32.5
Total Proposed FTEs	137	120	141	141	0	0.0

Expenditure by Comptroller Source Group

Table BE0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table BE0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

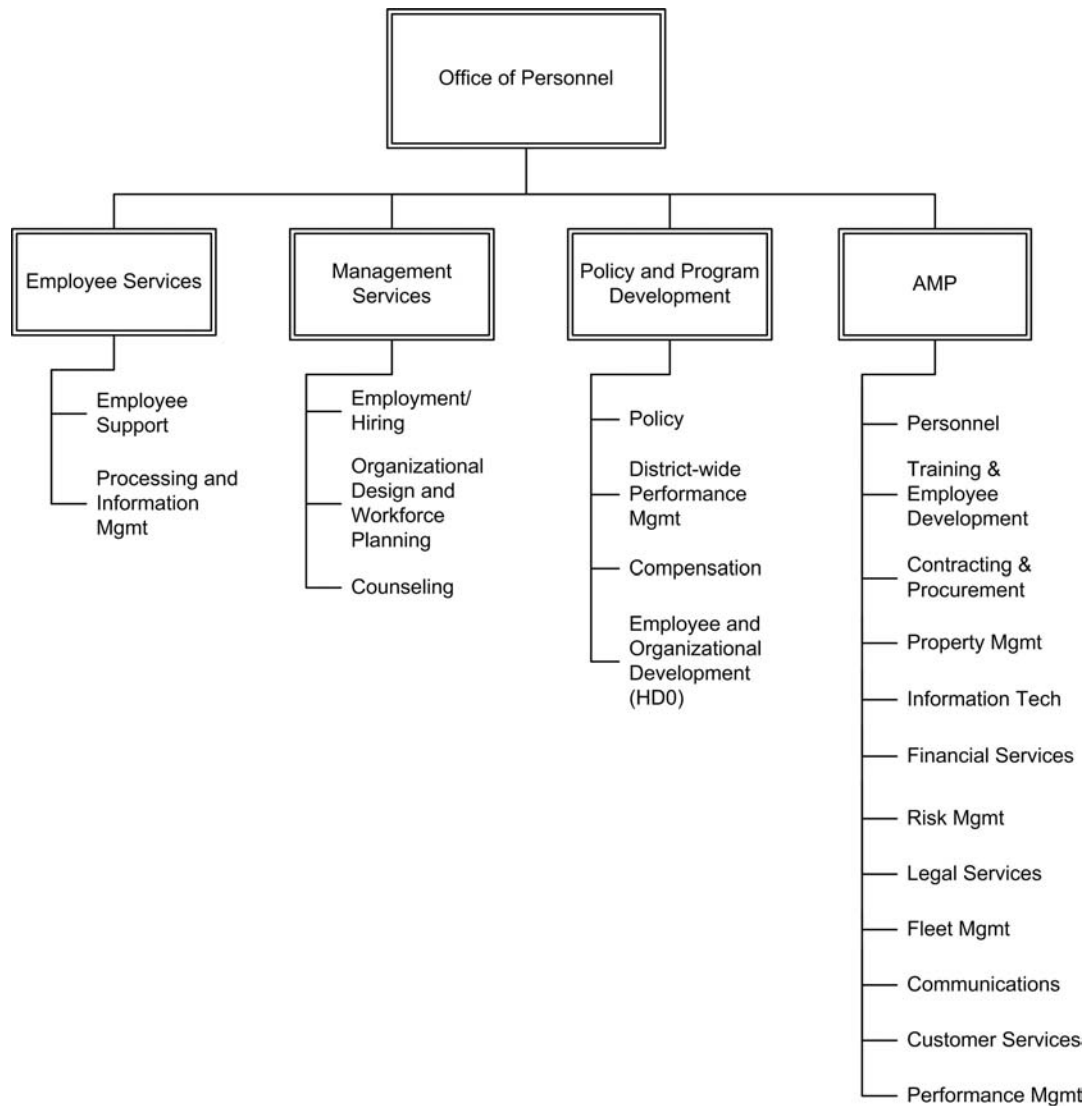
Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	6,342	6,446	6,589	6,599	9	0.1
12 Regular Pay - Other	473	53	531	714	183	34.4
13 Additional Gross Pay	93	219	74	100	25	34.2
14 Fringe Benefits - Curr Personnel	970	1,013	1,658	1,263	-395	-23.8
15 Overtime Pay	8	9	8	7	-1	-6.7
Subtotal Personal Services (PS)	7,886	7,740	8,861	8,683	-178	-2.0
20 Supplies and Materials	91	112	81	102	22	27.1
30 Energy, Comm. and Bldg Rentals	188	150	153	148	-5	-3.3
31 Telephone, Telegraph, Telegram, Etc	81	111	152	156	4	2.5
32 Rentals - Land and Structures	129	69	225	0	-225	-100.0
33 Janitorial Services	81	85	91	90	0	-0.4
34 Security Services	124	154	125	105	-20	-15.8
35 Occupancy Fixed Costs	0	0	0	169	169	100.0
40 Other Services and Charges	734	270	380	622	242	63.7
41 Contractual Services - Other	6,153	1,594	1,125	3,563	2,439	216.8
70 Equipment & Equipment Rental	115	429	281	160	-121	-43.2
Subtotal Nonpersonal Services (NPS)	7,696	2,974	2,613	5,117	2,504	95.9
Total Proposed Operating Budget	15,582	10,714	11,473	13,800	2,326	20.3

Expenditure by Program

This funding is budgeted by program and the D.C. Office of Personnel has the following program structure.

Figure BE0-1

D.C. Office of Personnel



Gross Funds

The proposed budget is \$13,799,785, representing an increase of \$2,326,487 or 20.3 percent from the FY 2004 approved budget of \$11,473,298. There are 141.1 FTEs for the agency, a change of 0.1 over the FY 2004 approved budget.

General Funds

Local Funds. The proposed budget is \$11,393,252, representing an increase of \$2,403,025 or 26.7 percent from the FY 2004 approved budget of \$8,990,227. There are 117.3 FTEs for this fund type, an increase of 6.0 FTEs from FY 2004. These Local funds include \$946,428 and 16.7 FTEs for indirect cost recov-

ery funds, which were previously classified as Intra-District funds in the FY 2004 approved budget.

Special Purpose Revenue Funds. The proposed budget is \$502,540, representing a decrease of \$255,647 or 33.7 percent from the FY 2004 approved budget of \$758,187. There are 5.8 FTEs for this fund type, an increase of 2.8 FTEs from FY 2004. Sources of funding include the defined benefits retirement program (\$363,775 and 4.2 FTEs, an increase of \$193,814 and 1.2 FTEs from the FY 2004 approved level) and reimbursables from other governments (\$138,765 and 1.5 FTEs, an increase of \$539 and 1.5 FTEs from the FY 2004 approved level). The annuitant benefit trust fund, which was budgeted in DCOP's FY 2004 approved budget at \$450,000, has been transferred to the D.C. Office of Personnel Trust Fund (see agency UV0).

Intra-District Funds.

The proposed budget is \$1,903,993, representing an increase of \$179,109 or 10.4 percent from the FY 2004 approved budget of \$1,724,884. There are 18.0 FTEs for this fund type, a decrease of 8.7 FTEs from FY 2004. Sources of funding include the health benefits assessment fee (\$1,429,858 and 13.0 FTEs, an increase of \$700,160 and 5.0 FTEs from the FY 2004 approved budget) and inter-agency agreements for mass transit benefits, human resources services, and performance management services (\$474,135 and 5.0 FTEs, an increase of \$394,068 and 4.0 FTEs from the FY 2004 approved budget). Indirect cost recovery funds, which were in the FY 2004 approved budget at \$915,119 and 17.7 FTEs, are now classified as Local funds for the FY 2005 proposed budget.

Programs

The D.C. Office of Personnel is committed to the following programs:

Policy and Program Development

	FY 2004	FY 2005
Budget	\$3,013,476	\$2,659,094
FTEs	24	17

Program Description

The **Policy and Program Development** program provides policy development, performance management, compensation structures and benefit plans, and individual and organization development services to District employees so that District organizations operate more productively by attracting, developing and retaining employees who perform at a high quality level. This program's services are provided through the following three activities:

- **Policy** - provides policy development and consultation services to DCOP staff and agency managers so that they can gain accurate information on human resource policies and get answers to their questions in a timely manner.
- **Performance Management** - provides performance management guidance and assistance services to District agency managers so that they can recognize, reward and hold their employees accountable for meeting performance goals and objectives.
- **Compensation** - provides compensation services to the District so it can attract and retain a qualified workforce.

Program Budget Summary

The program has a gross funds decrease of \$354,382 or 11.8 percent from the FY 2004 approved budget of \$3,013,476. The Local funds net increase of \$280,421 is primarily from a \$600,000 increase for compensation and classification reform for Compensation Units 1 and 2 or non-union workforce, \$300,000 for a classification and compensation study of all sworn and civilian pay classes in the Metropolitan Police Department and Fire and Emergency Medical Services Department, a \$271,429 decrease in the

performance management activity, a net transfer of \$112,529 of personal services costs for the Police/Fire Retirement and Relief Board (PFRRB) to non-local funds, a \$12,974 increase for FY 2004 nonunion pay increases, and the transfer of benefit administration costs to the Employee Services program. The Special Purpose Revenue funds decreased by \$269,947, which represents an increase of \$180,053 in funding for the PFRRB to better reflect historical expenditure patterns and the transfer of \$450,000 for annuitant benefits to the D.C. Office of Personnel Trust Fund (UV0). The Intra-District funds decreased by \$364,856 primarily from the transfer of the benefits administration to the Employee Services program, partially offset by an increase of inter-agency agreements for performance management services for independent agencies.

Key Result Measures

Program 1: Policy and Program Development

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Jo Ellen Gray, Associate Director of Policy and Program Development Division

Supervisor(s): Rosalind Inge, Interim Director

Measure 1.1: Percent of on-time policy consultations

	Fiscal Year		
	2004	2005	2006
Target	75	80	85
Actual	-	-	-

Measure 1.2: Percent of PMP employees with a Performance Plan in place on time

	Fiscal Year		
	2004	2005	2006
Target	90	90	90
Actual	-	-	-

Measure 1.3: Percent of eligible employees with a performance evaluation completed

	Fiscal Year		
	2004	2005	2006
Target	85	85	90
Actual	-	-	-

Measure 1.4: Percent of employees who indicate salary as a major factor in their decision to leave the District

	Fiscal Year		
	2004	2005	2006
Target	40	40	40
Actual	-	-	-

Measure 1.5: Percent of employees indicating training helped them gain knowledge or skills to perform their jobs

	Fiscal Year		
	2004	2005	2006
Target	75	80	85
Actual	-	-	-

Management Services

	FY 2004	FY 2005
Budget	\$2,987,904	\$3,915,289
FTEs	44	45

Program Description

The Management Services program provides services and advice to agencies and management in the areas of workforce planning, recruitment, selection, classification, organizational design/realignment, employee discipline and performance advice, and counseling so that District agencies and managers can operate more productively by attracting and retaining qualified employees who perform at a high level of efficiency. This program's services are provided through the following three activities:

- **Employment/Hiring** - provides recruitment, selection and placement services to client agencies so that they can make timely hiring and placement decisions.
- **Organizational Design and Workforce Planning** - provides consultation and advisory services to agency managers so that they can implement organization structures and plan for vacancies to meet their management objectives.
- **Counseling** - provides consulting, research and analysis services to management and human resource advisors so they can make well-informed decisions regarding workplace issues.

Program Budget Summary

The program has a gross funds increase of \$927,385 or 31.0 percent from the FY 2004 approved budget of \$2,987,904. The Local funds increase of \$1,520,361 is primarily from a \$750,000 increase for mandatory drug testing and background checks for positions affected by the Child and Youth, Safety and Health Omnibus Act of 2003; a \$638,184 increase for the transfer of indirect cost recovery funds from Intra-District to Local funds; a \$60,072 increase for FY 2004 nonunion pay increases; and a \$40,000 increase for executive recruitment. The Intra-District funds decrease of \$592,976 is primarily from the \$638,184 transfer of indirect cost recovery funds from Intra-District to Local funds and a \$45,208 increase in inter-agency agreements to provide human resource services to independent agencies.

Key Result Measures

Program 2: Management Services

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Mary Montgomery, Deputy Director, Management and Employee Services Division

Supervisor(s): Rosalind Inge, Interim Director

Measure 2.1: Percent of planned workforce requests met on time

	Fiscal Year		
	2004	2005	2006
Target	90	90	90
Actual	-	-	-

Measure 2.2: Percent of unplanned workforce requests met on time

	Fiscal Year		
	2004	2005	2006
Target	80	80	80
Actual	-	-	-

Measure 2.3: Percent of workforce plan submissions

	Fiscal Year		
	2004	2005	2006
Target	100	100	100
Actual	--	90-	-

Measure 2.4: Percent of HR Council/Advisor meeting attendance

	Fiscal Year		
	2004	2005	2006
Target	100	100	100
Actual	-	-	-

Employee Services

	FY 2004	FY 2005
Budget	\$2,087,385	\$3,559,371
FTEs	46	50

Program Description

The **Employee Services** program provides advice, guidance, counseling, assistance and information to current and prospective District employees so that they can receive timely and accurate HR information and easy access to HR services. This program's services are provided through the following two activities:

- **Employee Support** - provides advice, guidance, counseling, assistance and information to current and prospective District employees so that they can receive timely and accurate knowledge about HR issues and easy access to HR services.
- **Processing and Information Management** - provides document processing and information management services to agencies so that they can have timely, accurate and up-to-date information for making well-informed human resource decisions.

Program Budget Summary

The program has a gross funds increase of \$1,471,986 or 70.5 percent from the FY 2004 approved budget of \$2,087,385. This increase is primarily from consolidating the benefits functions of DCOP into one program. Previously, benefits functions were split between the Employee Services program and the Policy and Program Development program. The Local funds increase of \$393,045 primarily covers a \$308,244 increase for the transfer of indirect cost recovery funds from Intra-District to Local funds, a \$37,613 increase for FY 2004 nonunion pay increases, and a net increase of \$47,188 from the transfer of benefit administration costs from

the Policy and Program Development program to Employee Services offset by transfers of multiple positions in this program to non-local funds. The Intra-District funds increase of \$1,078,941 is primarily from the \$308,244 transfer of indirect cost recovery funds from Intra-District to Local funds, the transfer of benefit administration costs from the Policy and Program Development program, and additional inter-agency agreements with independent agencies for human resource services.

Key Result Measures

Program 3: Employee Services

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Mary Montgomery, Deputy Director, Management and Employee Services Division

Supervisor(s): Rosalind Inge, Interim Director

Measure 3.1: Percent of client agencies satisfied with DCOP Management and Employee Services

	Fiscal Year		
	2004	2005	2006
Target	75	85	85
Actual	-	-	-

Measure 3.2: Percent of surveyed employees satisfied with DCOP Management and Employee Services

	Fiscal Year		
	2004	2005	2006
Target	75	85	85
Actual	-	-	-

Measure 3.3: Percent of benefit plans offered equivalent to those offered by similar organizations

	Fiscal Year		
	2004	2005	2006
Target	70	75	80
Actual	-	-	-

Agency Management

	FY 2004	FY 2005
Budget	\$3,384,533	\$3,666,031
FTEs	27	29

Program Description

The Agency Management program provides operational support to the agency so that it has

the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

Program Budget Summary

The program has a gross funds increase of \$281,498 or 8.3 percent from the FY 2004 approved budget of \$3,384,533. The Local funds increase of \$209,198 is primarily from a \$185,996 increase to support the full-year operations cost of the new HRIS, a \$38,349 increase for FY 2004 nonunion pay increases, a \$76,907 decrease for fixed costs, and increased software licensing costs. The Special Purpose Revenue funds increase of \$14,300 is for the redirection of supply costs for the PFRRB to the Agency Management program. The Intra-District funds increase of \$58,000 is for postage associated with the District's health benefits program.

Key Result Measures

Program 4: Agency Management

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Rosalind Inge, Interim Director

Supervisor(s): Rosalind Inge, Interim Director

Measure 4.1: Percent variance of estimate to actual expenditure (over/under)

	Fiscal Year		
	2004	2005	2006
Target	5	5	5
Actual	-	-	-

Measure 4.2: Cost of Risk

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: This measure replaces "Percent reduction of employee lost workday injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost of Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula (1/9/04).

Measure 4.3: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression

	Fiscal Year		
	2004	2005	2006
Target	4	4	4
Actual	-	-	-

Measure 4.4: Percent of Key Result Measures achieved

	Fiscal Year		
	2004	2005	2006
Target	70	70	70
Actual	-	-	-

For more detailed information regarding the proposed funding for the activities within this agency's programs, please see schedule 30-PBB in the FY 2005 Operating Appendices volume.

Human Resources Development Fund

www.dcop.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$3,003,242	\$1,024,000	\$1,977,627	93.1
FTEs	9.0	7.0	11.0	57.1

The mission of the Human Resources Development Fund is to improve the performance of District employees by the development and delivery of competency-based learning and professional development programs that enhance productivity and thereby improve the quality and cost-effectiveness of service delivery to the public.

The Human Resources Development Fund consists entirely of the Center for Workforce Development (CWD). Mayor's Order 97-75 established the CWD within the D.C. Office of Personnel (see agency BE0) in 1997. CWD was created to assist the Director of Personnel in formulating and implementing the District's training and development policies and programs, as well as assuring that District employees are trained and developed to effectively manage and perform the work of government.

CWD's budget covers the cost of general skills training for all District government agencies. CWD also designs and delivers specialized training to meet the specific operational requirements of agencies, but those costs are covered by the agencies receiving the services.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Provide training and development courses to 4,767 employees in FY 2005.
- Have annual employee development plans in place for 75 percent of agencies under the authority of the Mayor in FY 2005.
- Achieve a 75 percent rating or better of employees indicating that training helped them gain knowledge or apply new skills in performing their jobs.

Funding by Source

Tables HD0-1 and 2 show the sources of funding and FTEs by fund type for the Human Resources Development Fund.

Table HD0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change From FY 2004	Percent Change
General Fund						
Local Fund	3,486	2,882	1,024	1,978	954	93.1
Total for General Fund	3,486	2,882	1,024	1,978	954	93.1
Intra-District Funds	20	122	0	0	0	0.0
Total for Intra-District Funds	20	122	0	0	0	0.0
Gross Funds	3,506	3,003	1,024	1,978	954	93.1

Table HD0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change From FY 2004	Percent Change
General Fund						
Local Fund	8	9	7	11	4	57.1
Total for General Fund	8	9	7	11	4	57.1
Total Proposed FTEs	8	9	7	11	4	57.1

Expenditure by Comptroller Source Group

Table HD0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table HD0-3

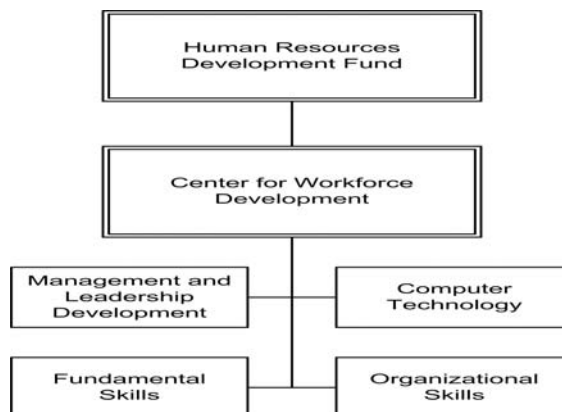
FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change From FY 2004	Percent Change
11 Regular Pay - Cont Full Time	508	566	404	621	216	53.4
12 Regular Pay - Other	56	0	0	60	60	100.0
13 Additional Gross Pay	5	9	40	9	-31	-78.7
14 Fringe Benefits - Curr Personnel	110	113	82	146	65	79.0
15 Overtime Pay	6	2	0	0	0	0.0
Subtotal Personal Services (PS)	684	689	526	836	310	58.9
20 Supplies and Materials	48	28	10	21	11	115.0
30 Energy, Comm. and Bldg Rentals	5	18	47	45	-2	-4.0
31 Telephone, Telegraph, Telegram, Etc	63	63	25	39	14	56.0
32 Rentals - Land and Structures	2	4	84	0	-84	-100.0
33 Janitorial Services	2	-7	28	28	0	-0.3
34 Security Services	5	5	39	38	-1	-2.9
35 Occupancy Fixed Costs	0	0	0	58	58	100.0
40 Other Services and Charges	2,280	1,971	223	823	600	268.6
41 Contractual Services - Other	334	148	27	34	7	27.8
70 Equipment & Equipment Rental	82	86	15	56	41	270.0
Subtotal Nonpersonal Services (NPS)	2,821	2,315	498	1,142	644	129.3
Total Proposed Operating Budget	3,506	3,003	1,024	1,978	954	93.1

Figure HD0-1

Human Resources Development Fund



Gross Funds

The proposed budget is \$1,977,627, representing a change of 93.1 percent from the FY 2004 approved budget of \$1,024,000. There are 11.0 FTEs for the agency, an increase of four FTEs from the FY 2004 approved budget.

General Funds

Local Funds. The proposed budget is \$1,977,627, representing an increase of 93.1 percent from the FY 2004 approved budget of \$1,024,000. There are 11.0 FTEs for the agency, an increase of four FTEs from the FY 2004 approved budget.

Changes from the FY 2004 approved budget are:

- An increase of \$317,925 for salaries and fringe benefits for four FTEs.
- An increase of \$23,092 for the FY 2004 non-union pay raise and FY 2004 step increases for existing positions.
- A decrease of \$31,370 for additional gross pay, primarily for severance costs.
- A decrease of \$15,304 in fixed costs.
- A net increase of \$599,888 in other services and charges, primarily for training District employees.
- An increase of \$59,396 in supplies, contractual services, and equipment.

Programs

The Center for Workforce Development (CWD) provides training and professional development programs to increase the knowledge, skills and competencies of District government employees. CWD offers training programs that are competency-based, focusing on 15 competencies required for maximum productivity. These competencies include: communication; conflict management; customer service; dependability; flexibility/adaptability; initiative; integrity and trust; job knowledge; leadership; managing people; operations planning and evaluating; professionalism; resource usage; strategic planning; and teamwork. Elements of these competencies are included in a wide range of learning activities covering all levels of the workforce, from front-line employees to senior management. In addition

to instructor-led courses, CWD employs the latest technology to offer web-based courses and video-conferencing.

Training activities are offered in four program areas:

- **Management and Leadership Development** - CWD offers a variety of management, supervisory, and leadership development programs for both first-time supervisors and seasoned agency managers.
- **Computer Technology** - These courses range from entry-level, intermediate, and advanced personal computer applications to a wide range of online training courses.
- **Fundamental Skills** - These courses focus on improving employees' basic skills in oral and written communication.
- **Organizational Skills** - These courses are designed to provide employees with an understanding of the current issues facing employees in today's organizations and the interpersonal skills needed to perform effectively as an individual employee and as part of a team, such as team-building, workplace safety, customer service and effective time and stress management.

Key CWD program initiatives in FY 2005 are:

- **Online registration** - At the beginning of FY 2004, CWD launched an online registration system. This system enables employees in agencies under the authority of the Mayor to electronically search, retrieve and register for classes online. During FY 2005, when the system is fully operational, CWD will have the capacity to develop customized online training for agencies. Additionally, employees will be able to track their continuing education progress in an "e-transcript."
- **Administrative Services Modernization Project (ASMP)** - During FY 2005, CWD will conduct ongoing core computer training to support citywide implementation of all ASMP components and assist in the delivery of training for the Human Resources components of the ASMP project, in partnership with the D.C. Office of Personnel.

- **Agency-specific assessment and training** - CWD will provide agencies with skilled organizational development staff to conduct organizational assessments and develop customized training programs to address specific operational and/or performance problems identified by agency leaders. Assistance will be provided to individual work groups within agencies or entire agencies as needed.

Agency Goals and Performance Measures

Goal 1: Provide a wide range of training and development opportunities to District government employees including, but not limited to, basic computer training, basic work skills, management development training, and organizational skills training.

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Sandra Robinson, Director of Center for Workforce Development

Supervisor(s): Jo Ellen Gray, Associate Director for Policy and Program Development Division

Measure 1.1: Total number of District employees receiving any type of training through the Center for Workforce Development

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	7,359	7,359	2,353	4,767	4,767
Actual	7,265	10,686	-	-	-

Note: FY 2004 target decreased from 7,000 to 2,353 due to budget cuts (5/03).

Measure 1.2: Percent of cabinet agencies submitting training and development plans

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	90	75	75	75	85
Actual	46	100	-	-	-

Office of Finance and Resource Management

www.cfo.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$159,179,890*	\$3,702,644	\$188,015,939	4,977.9
FTEs	37.0	39.0	41.0	5.1

*Includes the central payment of fixed costs on behalf of District agencies.

The mission of the Office of Finance and Resource Management (OFRM) is to provide full service financial and resource management to District of Columbia government agencies.

OFRM is committed to providing timely efficient and accurate fiscal oversight and management in central payments, shared services, resource management, and capital infrastructure.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- As the cluster agency for Government Operations, under the direction of the Associate Chief Financial Officer, build and maintain partnerships with client agencies by improving communication and providing timely and accurate fiscal information.
- Improve the platform for vital information storage and statistical analysis that will help refine a centralized fixed cost budget and allow for the most efficient forecasting and distribution of scarce fixed cost resources.

- Promote timely fiscal reporting and clarity of utility billing to clients by providing on-line services for reviewing agencies' accounts and certify utility billing.
- Continue to build the internal capacity of OFRM financial systems, refine closings, and enhance financial reporting.

Funding by Source

Tables AS0-1 and 2 show the sources of funding and FTEs by fund type for the Office of Finance and Resource Management.

Table AS0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from 2004	Percent Change
General Fund						
Local Fund	2,000	1,845	1,900	6,723	4,823	253.9
Special Purpose Revenue Fund	174	514	665	964	299	44.9
Total for General Fund	2,174	2,358	2,565	7,687	5,122	199.7
Intra-District Fund	149,849	156,822	1,138	180,329	179,191	15,751.2
Total for Intra-District Funds	149,849	156,822	1,138	180,329	179,191	15,751.2
Gross Funds	152,023	159,180	3,703	188,016	184,313	4,977.9

Table AS0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from 2004	Percent Change
General Fund						
Local Fund	35	37	26	32	6	24.0
Total for General Fund	35	37	26	32	6	24.0
Intra-District Funds						
Intra-District Fund	0	0	13	9	-4	-32.7
Total for Intra-District Funds	0	0	13	9	-4	-32.7
Total Proposed FTEs	35	37	39	41	2	5.1

Expenditure by Comptroller Source Group

Table AS0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table AS0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from 2004	Percent Change
11 Regular Pay - Cont Full Time	1,723	2,187	2,411	2,584	173	7.2
12 Regular Pay - Other	256	0	0	0	0	0.0
13 Additional Gross Pay	28	9	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	285	365	352	389	37	10.5
15 Overtime Pay	9	2	24	23	0	-1.2
Subtotal Personal Services (PS)	2,300	2,563	2,787	2,996	210	7.5
20 Supplies and Materials	22	18	22	35	13	59.1
30 Energy, Comm. And Bldg Rentals	46,384	54,226	698	68,146	67,448	9,666.0
31 Telephone, Telegraph, Telegram, Etc	25,533	25,390	42	27,327	27,284	64,651.2
32 Rentals - Land And Structures	74,038	75,265	81	87,000	86,919	107,307.4
33 Janitorial Services	16	10	19	19	0	-1.0
34 Security Services	21	16	21	21	0	-1.8
35 Occupancy Fixed Costs	0	0	0	40	40	100.0
40 Other Services And Charges	177	92	33	2,381	2,348	7,098.2
41 Contractual Services - Other	3,533	1,540	0	52	52	100.0
70 Equipment & Equipment Rental	0	60	0	0	0	0.0
Subtotal Nonpersonal Services (NPS)	149,724	156,617	916	185,019	184,103	20,096.7
Total Proposed Operating Budget	152,023	159,180	3,703	188,016	184,313	4,977.9

Gross Funds

The proposed budget is \$188,015,939 representing an increase of \$184,313,295 or 4,977.9 percent from the FY 2004 approved budget of \$3,702,644. There are 41.0 total FTEs for the agency, an increase of 2.0 FTEs, or 5.1 percent from FY 2004 approved budget.

General Fund

Local Funds - The proposed budget is \$6,722,891 representing an increase of \$4,823,345 or 253.9 percent from the FY 2004 budget of \$1,899,546. There are 32.25 FTEs for

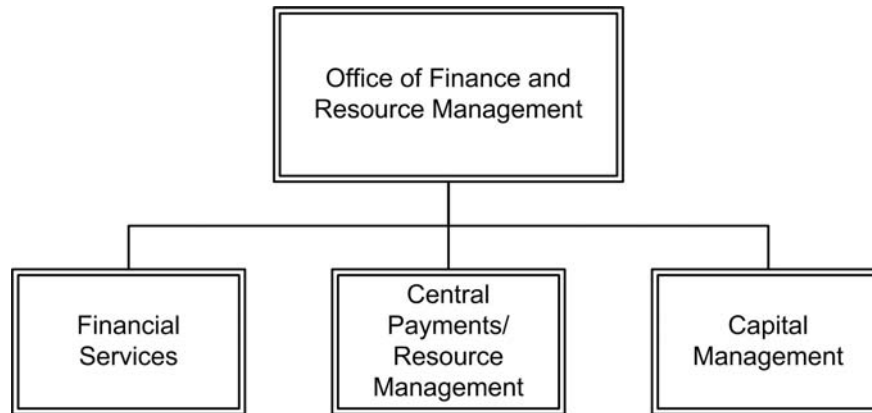
the agency, an increase of 6.25, or 24 percent, from FY 2004. The increase is primarily due to \$2.3 million budgeted in OFRM to fund the annual Microsoft licensing costs for software on behalf of the District agencies to ensure legal compliance. The Local funds budget also reflects projected higher natural gas fixed costs paid by OFRM on behalf of the District.

Changes from the FY 2004 approved budget are:

- An increase of \$2,320,000 in other services and charges to reflect a payment of annual Microsoft licensing costs as part of a legal set-

Figure AS0-1

Office of Finance and Resource Management



tlement on behalf of the District.

- An increase of \$1,751,000 based on an anticipated increase in natural gas fixed costs paid by OFRM on behalf of the District. This increase is an addition to the Intra-District natural gas fixed payments collected from District agencies by OFRM to pay this cost.
- An increase of \$593,797 and six FTEs to reflect the transfer of Indirect Cost Recovery (IDCR) funds from the Intra-District budget. This includes a grants analyst transferred from OCFO's Office of Research and Analysis. IDCR funding is based on OFRM's financial management services on behalf of client agencies that receive federal/private grant dollars.
- A decrease of \$197,000 and three FTEs in the Financial Services program.
- An increase of \$197,000 and three FTEs in the Financial Services program to provide additional financial management services to the District's State Education Office (GD0).
- An increase of \$182,306 in personal services to reflect Schedule A requirements including the 2.5 percent nonunion pay increase.
- A reduction of \$15,000 based on revised occupancy fixed cost.
- A net reduction of \$8,758 in nonpersonal services that includes fixed costs based on projections from OPM and OCTO. This net reduction is primarily the result of a reduction of \$5,200 for security fixed costs

and \$2,751 for telecommunications.

- An increase of 0.25 FTE to reflect a position partially funded by Local Funds.

Special Purpose Revenue Funds: The proposed budget is \$964,334, representing an increase of \$298,874 or 44.9 percent from the FY 2004 approved budget of \$665,460. These funds reflect energy fixed cost payments paid by federal agencies that occupy District facilities. There are no FTEs for this fund.

Changes from the FY 2004 approved budget are:

- An increase of \$298,874 to reflect certification by the Office of Research and Analysis.

Intra-District Funds

Intra-District - The proposed budget is \$180,328,714 representing an increase of \$179,191,076 or 15,751.2 percent from the FY 2004 budget of \$1,137,638. There are 8.75 FTEs for the agency, a decrease of 4.2 FTEs, or 32.7 percent, from FY 2004 approved budget.

Changes from the FY 2004 approved budget are:

- A net increase of \$179,650,484 to reflect the central payment of fixed costs on behalf of District agencies. Central payment of fixed costs was not previously budgeted. For FY 2005, this item is budgeted to accurately reflect the fixed cost expenditures made on behalf of District agencies. This net increase

includes a reduction of \$2,704,516 to coincide with the decrease in telecommunication fixed costs paid by certain District agencies.

- A net reduction of \$459,408 based on the transfer of IDCR funding and FTEs to the Local funds budget. This also includes the addition of the Financial Manager for the D.C. Office of Personnel (DCOP) to OFRM's payroll. As a result, DCOP will pay for this position through an inter-agency agreement with OFRM.
- An increase of 0.75 FTE to reflect a position partially funded by Intra-District funds.

Programs

The Office of Finance and Resource Management operates the following programs:

Financial Services

The Financial Services program provides financial management for client agencies, which includes the following: financial reviews, personnel actions, purchase orders and requisitions, outstanding encumbrances, overtime analysis and grant status. Executive summary and Financial Review Reports (FRP) are produced quarterly.

Resource Management/Central Payments

The Resource Management/Central Payments program ensures that District government agencies receive full and fair value for goods and services that are procured in relation to fixed costs expenditures. These include utilities such as electricity, telephone, fuel, natural gas, water, and steam as well as other fixed costs such as postage, custodial rent, security, occupancy and building maintenance. It accounts for the use of all dollars expended from the budget of OFRM client agencies for fixed cost and identifies waste, fraud and abuse where possible.

Key initiatives associated with the Central Payment program are:

- Craft the structure for development of improved fixed costs forecasts for FY 2005.
- Conduct due diligence to ensure that billing errors are identified.
- Reexamine existing process to identify business process reengineering opportunities.

Capital Management

The capital management program monitors capital expenditures against the budget and provides for feedback to assure adequate reporting for performance and costs. It assists with planning, budgeting, scheduling and evaluating productivity and progress of capital activities. The program coordinates the development of the annual capital budget for numerous District agencies on behalf of the Office of Property Management, and identifies funding sources for proposed new projects either from existing authority or as a new submission in the six-year capital improvements plan request.

Agency Goals and Performance Measures

Goal 1: Promote efficient and effective delivery of government services through timely processing of purchase requests and financial reporting and guidance.

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Mohamed A. Mohamed, Director of Financial Operations, Office of Finance and Resource Management

Supervisor(s): Supervisor(s) Barbara Jumper, Associate Chief Financial Officer,

Measure 1.1: Percentage of agencies compliant with the Anti-Deficiency Act

	2002	2003	Fiscal Year 2004	2005	2006
Target	100	100	100	100	100
Actual	100	100	-	-	-

Measure 1.2: Percentage of client agency complaints

	2002	2003	Fiscal Year 2004	2005	2006
Target	3	3	3	3	3
Actual	1	3	-	-	-

Measure 1.3: Shared Services: Number of "client offices served by OFRM"

	2002	2003	Fiscal Year 2004	2005	2006
Target	21	26	27	27	27
Actual	21	27	-	-	-

Measure 1.4: Central Payment Services: Percent of Intra-District payments processed

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	95	95	95	95	98
Actual	95	98	-	-	-

Measure 1.5: Number of monthly closings completed

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	12	12	12	12	9
Actual	12	9	-	-	-

Measure 1.6: Percent of Financial Reports submitted to agencies on time

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	100	100	100	100	100
Actual	100	100	-	-	-

Measure 1.7: OFRM Internal Operations: Average number of days to process requisitions and purchase orders

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	2	2	2	2	2
Actual	2	2	-	-	-

Measure 1.8: Number of financial audits for Utility Accounts

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	4	4	3	3	3
Actual	2	3	-	-	-

Office of Contracting and Procurement

www.ocp.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$13,660,864	\$12,205,119	\$12,334,205	1.1
FTEs*	155.7	168.0	157.2	-6.5

* Includes Capital-funded Intra-District FTEs (5 FTEs for FY 2004 and 14 FTEs for 2005).

The mission of the Office of Contracting and Procurement (OCP) is to provide contracting services to agencies for the delivery of quality goods and services to the residents of the District of Columbia in a timely and cost-effective manner.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Award small purchases in 9 days or fewer (average time) by FY 2005.
- Award Invitation For Bid and Request for Proposal contracts (under \$1 million) in 90 and 120 days (average time), respectively, by FY 2005.
- Execute Service Level Agreements for 90 percent of the agencies under the procurement authority of OCP within 30 days of the start of the new fiscal year by FY 2005; 95 percent by FY 2006.
- Post 90 percent of awards over the small purchase threshold to the COCP website.
- Establish performance standards for 80 percent of OCP's contracting positions by FY 2005; 100 percent by FY 2006.
- Establish an OCP competency-based training and education workplace learning system that addresses documented employee skills gaps, continuing education needs and career development activities for all procurement personnel by 2006.

Funding by Source

Tables PO0-1 and 2 show the sources of funding and FTEs by fund type for the Office of Contracting and Procurement.

Table P00-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	12,999	11,753	11,789	10,808	-981	-8.3
Special Purpose Revenue Fund	0	0	0	390	390	100.0
Total for General Fund	12,999	11,753	11,789	11,198	-591	-5.0
Federal Payments	0	734	0	0	0	0.0
Total for Federal Resources	0	734	0	0	0	0.0
Intra-District Fund	1,693	1,174	416	1,136	720	173.1
Total for Intra-District Funds	1,693	1,174	416	1,136	720	173.1
Gross Funds	14,693	13,661	12,205	12,334	129	1.1

Table P00-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	155	146	163	139	-24	-14.6
Special Purpose Revenue Fund	0	0	0	4	4	100.0
Total for General Fund	155	146	163	143	-20	-12.2
Intra-District Funds						
Intra-District Fund	3	10	5	14	9	180.0
Total for Intra-District Funds	3	10	5	14	9	180.0
Total Proposed FTEs	158	156	168	157	-11	-6.5

Expenditure by Comptroller Source Group

Table PO0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table P00-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

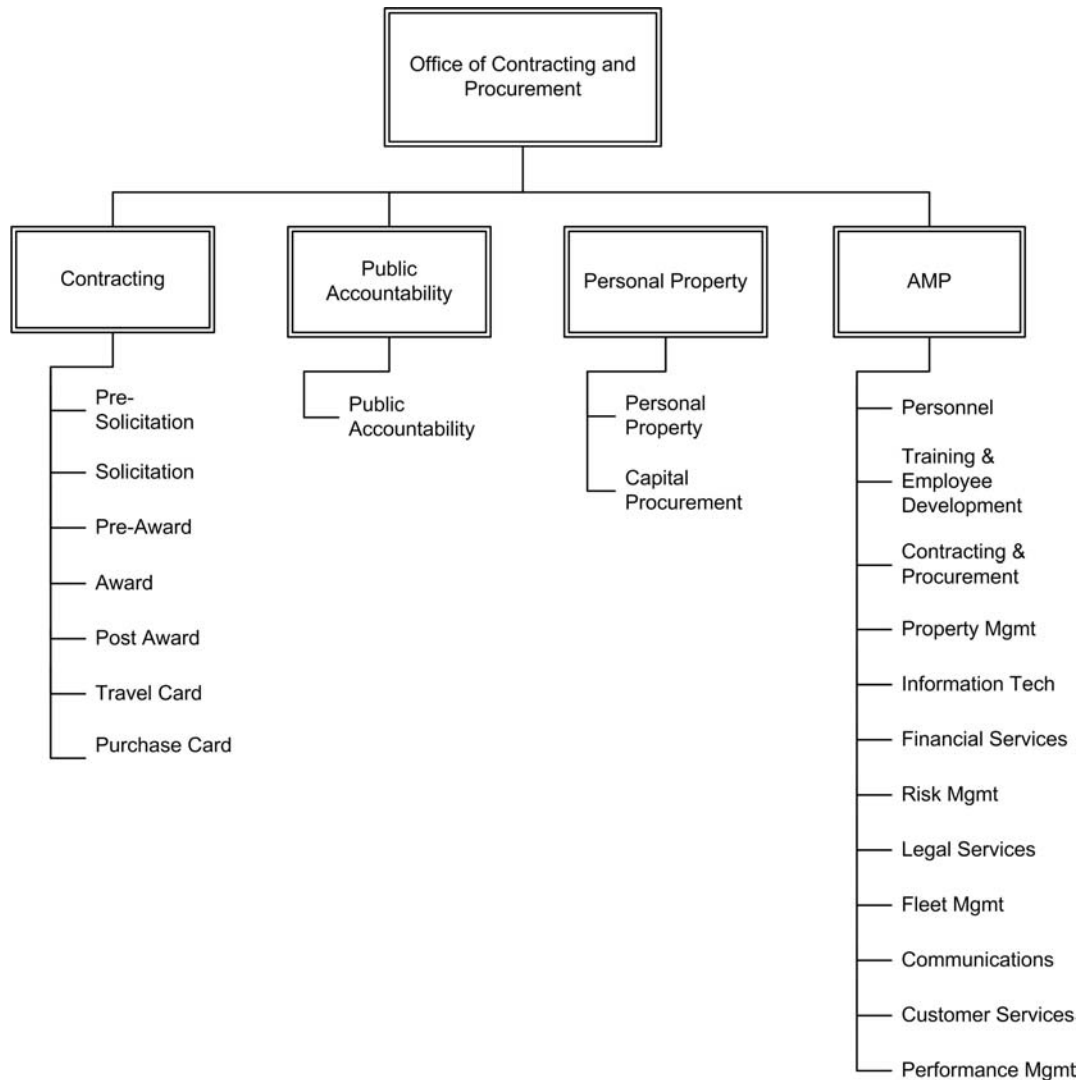
Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	8,711	9,252	9,358	9,328	-30	-0.3
12 Regular Pay - Other	142	95	0	0	0	0.0
13 Additional Gross Pay	57	86	0	70	70	100.0
14 Fringe Benefits - Curr Personnel	1,507	1,512	1,499	1,563	64	4.3
15 Overtime Pay	7	4	0	0	0	0.0
Subtotal Personal Services (PS)	10,425	10,950	10,858	10,961	104	1.0
20 Supplies and Materials	126	106	25	113	88	359.4
30 Energy, Comm. and Bldg Rentals	88	101	124	112	-12	-9.6
31 Telephone, Telegraph, Telegram, Etc	140	72	240	139	-100	-41.8
32 Rentals - Land and Structures	91	72	283	0	-283	-100.0
33 Janitorial Services	72	52	97	93	-4	-3.9
34 Security Services	101	108	138	115	-23	-16.6
35 Occupancy Fixed Costs	0	0	0	188	188	100.0
40 Other Services and Charges	1,787	1,145	149	406	257	173.2
41 Contractual Services - Other	1,268	900	137	0	-137	-100.0
70 Equipment & Equipment Rental	596	154	156	206	50	31.8
Subtotal Nonpersonal Services (NPS)	4,267	2,711	1,347	1,373	26	1.9
Total Proposed Operating Budget	14,693	13,661	12,205	12,334	129	1.1

Expenditure by Program

This funding is budgeted by program and the Office of Contracting and Procurement has the following program structure:

Figure P00-1

Office of Contracting and Procurement



Gross Funds

The proposed gross funds budget is \$12,334,205, representing an increase of \$129,086 or 1.1 percent from the FY 2004 approved budget of \$12,205,119. There are 157.2 total FTEs for the agency, a decrease of 11.0, or 6.5percent, from the FY 2004 approved budget.

General Funds

Local Funds. The proposed budget is \$10,808,251 representing a decrease of \$980,914 or 8.3 percent from the FY 2004 approved budget of \$11,789,165. This includes a decrease of \$31,954 in telecommunication and security fixed costs. There are 139.0 FTEs funded by Local funds, a decrease of 24.0 FTEs from the FY 2004 approved budget. This also includes a decrease of 12.0 unfunded FTEs.

Special Purpose Revenue Funds. The proposed budget is \$390,000, representing an increase of \$390,000 from the FY 2004 budget of \$0. These funds support the D.C. Supply Schedule program. There are 4.0 FTEs funded by Special Purpose Revenue funds.

Intra-District Funds

The proposed budget is \$1,135,954 representing an increase of 173.1 percent from the FY 2004 approved budget of \$415,954. There are 14.0 FTEs funded by Intra-District funds, an increase of 9.0 FTEs from FY 2004 approved budget.

Programs

The Office of Contracting and Procurement is committed to the following programs:

Contracting

	FY 2004	FY 2005
Budget	\$7,596,944	\$7,040,979
FTEs	115	98

Program Description

The **Contracting** program provides acquisition services to District government agencies so that they can have the supplies and services they need to achieve their missions. This program has seven activities.

- **Pre-Solicitation** - provides contracting management expertise and coordination to program managers so that they can use the information to allocate resources and plan procurements in a timely manner.
- **Solicitation** - provides solicitation preparation and posting services to District agencies so that they can acquire goods and services through a competitive process.
- **Pre-Award** - provides Vendor Selection and Compliance Services to OCP Contracting Officers so that they can make timely, cost-effective and defensible procurement decisions.
- **Award** - provides contract execution and delivery services to customer agencies so that they can have the goods and/or services they need to fulfill their mission in a timely and

cost-effective manner while supporting the use of local, small, and disadvantaged business enterprises (LSDBE).

- **Post Award** - provides contract administration (including D.C. Supply Schedule), management, and maintenance services to program managers so that they can have the goods and services they need to fulfill their missions on a continuous basis.
- **Travel Card** - provides travel cards and support services to District agency personnel so that they can make travel arrangements and payments in a seamless, expeditious, cost-effective and legal manner.
- **Purchase Card** - provides procurement card and support services to District agency personnel so that they can buy small dollar value goods and services expeditiously and in a cost-effective and legal manner.

Program Budget Summary

The program has a gross funds decrease of \$555,965 or 7.3 percent from the FY 2004 approved budget of \$7,596,944. This includes a Local funds decrease of \$945,965 and a Special Purpose Revenue funds increase of \$390,000. This change is primarily due to the elimination of 9 FTEs from the Pre-Solicitation, Solicitation, Pre-Award, Award, Post Award, and purchase card activities that may increase the cycle and processing time for procurements. This decrease is offset by an increase in the Post Award activity to cover operational costs of the D.C. Supply Schedule. The D.C. Supply Schedule is funded by Special Purpose Revenue funds. This program also includes \$415,954 in Intra-District funds for capital contracting services, including five FTEs, to the Office of the Chief Technology Officer (OCTO), no change from FY 2004. This activity is currently supported by capital funds from OCTO.

The gross budget for the Contracting program also includes a net reduction of 8.0 unfunded vacant Local FTEs and an increase of \$63,313 to reflect the transfer-in of 1.0 FTE from the Office of Local Business Development into an existing unfunded vacant position. This program supports 98.0 FTEs, a decrease of 17.0 FTEs from the FY 2004 approved level.

Key Result Measures

Program 1: Contracting

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Kevin Green, Acting Deputy Chief Procurement Officer; Willard Walton, Assistant Director, Professional and Human Services Cluster; Brenda Tobe, D.P.A., Assistant Director, Business Operations

Supervisor(s): Jacques Abadie III, Chief Procurement Officer

Measure 1.1: Small purchase average cycle time

	Fiscal Year		
	2004	2005	2006
Target	10	5	5
Actual	-	-	-

Note: The unit of measurement is in days

Measure 1.2: Percent of Invitation for Bids (IFBs) awarded within 90 days

	Fiscal Year		
	2004	2005	2006
Target	60	90	90
Actual	-	-	-

Measure 1.3: Percent of Request for Proposals (RFPs) awarded within 120 days

	Fiscal Year		
	2004	2005	2006
Target	60	70	70
Actual	-	-	-

Public Accountability

	FY 2004	FY 2005
Budget	\$519,249	\$48,007
FTEs	6	1

Program Description

The **Public Accountability** program provides full disclosure of procurement information to the public so that they can be informed that the procurement function is open, fair and impartial. This program has one activity:

- **Public Accountability** - provides full disclosure of procurement information to the public so that they can be informed that the procurement function is open, fair and impartial.

Program Budget Summary

The program has a gross funds decrease of \$471,242, or 91.0 percent from the FY 2004 approved budget of \$519,249. This program is comprised entirely of Local funds. This change is primarily due to a decrease in FTEs in the Public Accountability activity. The gross budget supports 1.0 FTE, a decrease of 5.0 FTEs from the FY 2004 approved level. This includes the abolishment of one unfunded vacant position.

Key Result Measures

Program 2: Public Accountability

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Donna Fortune, Program Manager, Procurement Administration

Supervisor(s): James Brady, Chief of Staff

Measure 2.1: Percent of awards over small purchase threshold posted to the OCP website

	Fiscal Year		
	2004	2005	2006
Target	70	90	90
Actual	-	-	-

Personal Property Division

	FY 2004	FY 2005
Budget	\$372,589	\$1,103,690
FTEs	8	17

Program Description

The **Personal Property** program provides personal property management, reutilization and disposal services to District agencies and eligible not-for-profit organizations so that they can dispose of and acquire excess/surplus personal property. This program has two activities:

- **Personal Property** - provides personal property management, reutilization and disposal services to District agencies and eligible not-for-profits organizations so that they can dispose of and acquire excess/surplus personal property.
- **Capital Procurement** - provides capital procurement services on behalf of the Office of Property Management (OPM).

Program Budget Summary

The program has a gross funds increase of \$731,101 or 196.2 percent from the FY 2004 approved budget of \$372,589. This change is primarily due to an increase of \$720,000 in Intra-District funds to support the Capital Procurement activity. This increase reflects the agency providing capital-related procurement services on behalf of OPM. This activity is currently supported by capital funds from OPM.

The gross budget supports 17.0 FTEs, an increase of 9.0 FTEs from the FY 2004 approved level.

Key Result Measures

Program 3: Personal Property

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Canardo Richardson, Property Disposal Officer

Supervisor(s): James Brady, Chief of Staff

Measure 3.1: Percent of District agency property disposal actions (PDA) completed within five days of receipt

	Fiscal Year		
	2004	2005	2006
Target	40	85	90
Actual	-	-	-

Measure 3.2: Percent of District agencies and not-for-profit requests for excess/surplus property transfer orders completed within two business days of request

	Fiscal Year		
	2004	2005	2006
Target	60	70	80
Actual	-	-	-

Agency Management

	FY 2004	FY 2005
Budget	\$3,716,337	\$4,141,529
FTEs	39	41

Program Description

The **Agency Management** program provides operational support to the agency so that it has the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency

Management program can be found in the Strategic Budgeting chapter.

Program Budget Summary

The program has a gross funds increase of \$425,192 or 11.4 percent from the FY 2004 approved level of \$3,716,337. This program is comprised entirely of Local funds. This change is primarily due to an increase in office support requirements including maintenance of desktop computers and the 2.5 percent nonunion pay raise to support the Property Management and Contracting and Procurement activities. This increase is offset by the elimination of two FTEs in Risk and Performance Management activities. The gross budget supports 41.0 FTEs, an increase of 2.0 FTEs from the FY 2004 approved level. This also includes the abolishment of three unfunded vacant positions.

Key Result Measures

Program 4: Agency Management

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Carliss Barnett, Human Resources Specialist; William Russell, Training Manager; Donna Fortune, Program Manager, Procurement Administration; Dwayne Paxton, IT Services Program Manager; Janis Bolt, Special Assistant; Brenda Tobe, D.P.A., Assistant Director, Business Operations

Supervisor(s): Jacques Abadie III, Chief Procurement Officer; James Brady, Chief of Staff

Measure 4.1: Dollars saved by agency-based labor management partnership project(s)

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: Although agencies established their initial labor-management partnership projects in FY 2003, very few had cost savings as objectives. Agencies will continue ongoing projects and/or establish new projects by the third quarter of FY 2004. Cost savings will be tracked for this measure for those projects that have cost savings as a key objective.

Measure 4.2: Percent variance of estimate to actual expenditure (over/under)

	Fiscal Year		
	2004	2005	2006
Target	5	5	5
Actual	-	-	-

Measure 4.3: Cost of Risk

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: This measure replaces "Percent reduction of employee lost work-day injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost-of-Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula (1/9/04).

Measure 4.4: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression

	Fiscal Year		
	2004	2005	2006
Target	4	4	4
Actual	-	-	-

Measure 4.5: Percent of Key Result Measures achieved

	Fiscal Year		
	2004	2005	2006
Target	70	70	70
Actual	-	-	-

For more detailed information regarding the proposed funding for the activities within this agency's programs please see schedule 30-PBB in the FY 2005 Operating Appendices volume.

Office of the Chief Technology Officer

www.octo.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$77,223,306	\$27,438,417	\$44,684,642	62.9
FTEs	128.0	135.0	186.0	37.8

The mission of the Office of the Chief Technology Officer (OCTO) is to guide and leverage the District's investment in information technology (IT) and telecommunications systems so that the Mayor's strategic goals are advanced, District agencies and departments provide services more efficiently and effectively, and access to technology is expanded for all residents.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- OCTO will establish the foundational management infrastructure the District needs to maintain high performance in IT over the long term.
 - By the end of the 4th quarter of FY 2005, OCTO will have finalized agreements with a total of 15 (from program inception to date) Adopt-an-Agency private sponsors to partner with District agencies.
 - By the end of the 4th quarter of FY 2005, eight District agency IT directors will have obtained OCTO Chief Information Officer (CIO) certification, which reflects the qualifications for mature IT leadership and permits District IT directors to hold the title "CIO."
- OCTO will build enabling IT infrastructures to establish the foundation of IT data access and communications infrastructures needed to support citywide applications.
 - By the end of the 4th quarter of FY 2005, OCTO will complete 40.0 percent of the construction of the District's Unified Communications Center.
- OCTO will develop and implement enterprise and business process applications both citywide and for individual or multiple agencies.
 - By the end of the 4th quarter of FY 2005, as part of the Administrative Services Modernization Program (ASMP), OCTO will select Enterprise Resource Planning (ERP) software for core Human Resources, Procurement and Budget applications.
 - By the end of the 4th quarter of FY 2005,

OCTO will have implemented 75.0 percent of Business Process Reengineering projects.

- By integrating citywide services and information, OCTO will make e-government a reality and expand access to technology for all District stakeholders - residents, businesses, visitors, educational institutions, and neighborhoods
- By the end of the 4th quarter of FY 2005, OCTO will migrate static content of 50.0

percent of the District agency websites to a dynamic content management system.

- By the end of the 4th quarter of FY 2005, OCTO will launch 20 new information and service delivery features on the District's web site.
- By the end of the 4th quarter of FY 2005, OCTO will complete 90.0 percent of the DMV online project, including revisions and enhancements identified in FY 2003.

Funding by Source

Tables T00-1 and 2 show the sources of funding and FTEs by fund type for the Office of the Chief Technology Officer.

Table T00-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	13,896	13,435	15,799	40,324	24,526	155.2
Special Purpose Revenue Fund	2	0	0	0	0	0.0
Total for General Fund	13,898	13,435	15,799	40,324	24,526	155.2
Federal Payments	3,863	37,967	0	0	0	0.0
Federal Grant	-1,516	0	0	0	0	0.0
Total for Federal Resources	2,347	37,967	0	0	0	0.0
Intra-District Fund	11,511	25,821	11,640	4,360	-7,279	-62.5
Total for Intra-District Funds	11,511	25,821	11,640	4,360	-7,279	-62.5
Gross Funds	27,756	77,223	27,438	44,685	17,246	62.9

Table T00-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	88	61	110	182	72	65.5
Total for General Fund	88	61	110	182	72	65.5
Intra-District Funds						
Intra-District Fund	0	67	25	4	-21	-84.0
Total for Intra-District Funds	0	67	25	4	-21	-84.0
Total Proposed FTEs	88	128	135	186	51	37.8

Expenditure by Comptroller Source Group

Table T00-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table T00-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

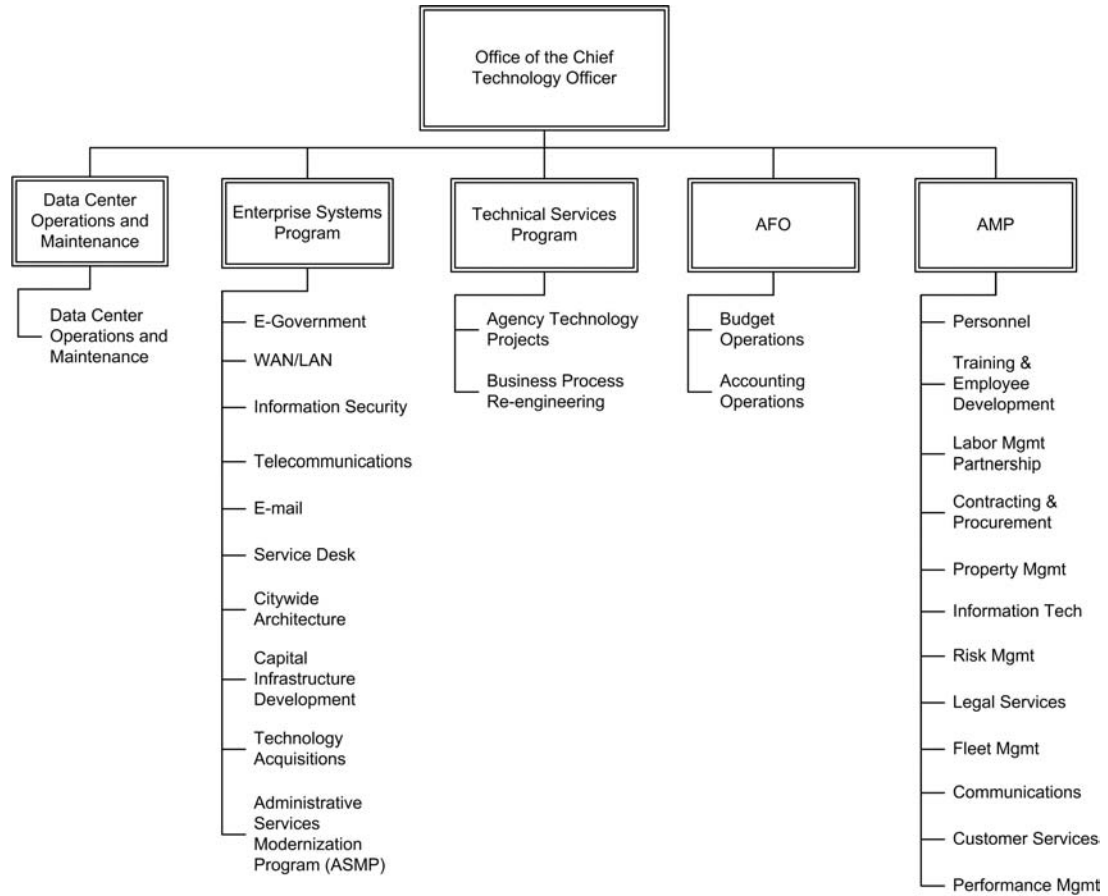
Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	6,769	7,192	8,104	12,882	4,778	59.0
12 Regular Pay - Other	37	204	0	0	0	0.0
13 Additional Gross Pay	77	135	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	983	1,213	1,673	2,468	795	47.5
15 Overtime Pay	148	72	0	0	0	0.0
Subtotal Personal Services (PS)	8,013	8,815	9,777	15,349	5,573	57.0
20 Supplies and Materials	233	357	434	463	30	6.9
30 Energy, Comm. and Bldg Rentals	184	261	307	422	115	37.3
31 Telephone, Telegraph, Telegram, Etc	447	1,348	1,042	1,937	895	85.9
32 Rentals - Land and Structures	98	637	3,366	3,086	-280	-8.3
33 Janitorial Services	0	109	315	156	-159	-50.4
34 Security Services	0	309	401	599	197	49.2
35 Occupancy Fixed Costs	0	0	0	290	290	N/A
40 Other Services and Charges	2,306	4,935	1,945	3,514	1,568	80.6
41 Contractual Services - Other	16,346	55,483	9,098	13,792	4,694	51.6
60 Land and Buildings	-1	0	0	0	0	0.0
70 Equipment & Equipment Rental	129	4,971	754	5,076	4,322	573.6
91 Expense Not Budgeted Others	0	0	0	0	0	0.0
Subtotal Nonpersonal Services (NPS)	19,743	68,408	17,662	29,335	11,673	66.1
Total Proposed Operating Budget	27,756	77,223	27,438	44,685	17,246	62.9

Expenditure by Program

This funding is budgeted by program and Office of the Chief Technology Officer has the following program structure.

Figure T00-1

Office of the Chief Technology Officer



Gross Funds

The proposed budget is \$44,684,642 representing an increase of \$17,246,225, or 62.9 percent from the FY 2004 approved budget of \$27,438,417. There are 186.0 FTEs for the agency, an increase of 51.0, or 37.8 percent, over the FY 2004 approved budget.

Local Funds. The proposed budget is \$40,324,236, which represents an increase of \$24,525,700 over the FY 2004 approved budget. This increase is due to increased operating costs of projects formerly funded by capital. This increase is partially offset by reductions to supplies (\$200,000), telecommunications

(\$350,000), and security services (\$28,600) due to cost-saving measures. There are 182.0 FTEs funded by local sources, which represents an increase of 72.0 FTEs from the FY 2004 budget. The growth in FTEs is primarily due to the conversion of capital funded FTEs to operating FTEs to support the implementation of new technology projects.

Intra-District Funds

The proposed budget is \$4,360,406, which represents a decrease of \$7,279,475 or 62.5 percent from the FY 2004 approved budget. There are 4.0 FTEs funded by Intra-District sources, a decrease of 21.0 FTEs from the FY 2004

approved budget. Budget authority and FTEs were transferred to the Local budget to support Data Center Operations.

Programs

The Office of the Chief Technology Officer is committed to the following programs:

Enterprise Systems

	FY 2004	FY 2005
Budget	5,522,201	\$27,409,166
FTEs	29.0	92.0

Program Description

The **Enterprise Systems** program builds an integrated technology culture and selects and develops information technologies that enable and support critical citywide, cross-cutting agency business processes, functions and activities. This program has ten activities:

- **E-Government** - provides Web-enabled infrastructure, policy guidelines and services to District agencies so that District residents, businesses and visitors have consistent online, 24/7 access to updated/current information and the ability to transact business electronically with the District government.
- **E-Mail** - provides enterprise-wide e-mail services to District agencies, so that they can communicate using a full-featured, reliable, secure and cost-efficient messaging environment.
- **Technology Acquisition** - provides IT planning, budgeting and procurement services to all District agencies to enable them to make informed technology decisions and to maximize the District's purchasing power and IT investments.
- **Information Security** - provides information security services, including policies, plans and infrastructure to all agencies and externally connected entities so that they can conduct their business with the assurance of confidentiality, integrity, and the availability of their IT infrastructure.
- **Service Desk** - provides help desk, desktop and other IT end user device services to IT

users so that they can have a productive, available, reliable, and cost-effective desktop.

- **Telecommunications** - provides voice telephone support services to all District agencies so that they can have a one-stop solution providing the best product that is reliable and meets their business needs at the lowest cost and with the production of accurate bills.
- **Citywide Architecture** - provides leadership, policy, technical guidance and operational support services to agencies' IT and telecommunication personnel so that they can increase application reliability, broaden access to citywide data in a supported architecture, and decrease the cost of implementing and maintaining applications.
- **Administrative Services Modernization Program (ASMP)** - replaces, modernizes, and integrates core, enterprise-wide administrative systems so that agencies with key citywide administrative functions can leverage resources, streamline operations, cut costs, and deliver services more efficiently and effectively to all city agencies.
- **Wide Area Network (WAN)/Local Area Network (LAN)** - provides data connection services to District agencies so that they can access their networked services, such as business applications, e-mail and the Internet, in a cost-effective, reliable and secure environment.
- **Capital Infrastructure Development** - provides enterprise project identification, management, execution and transitional services to District government agencies so that they can have citywide applications enabling new business processes, efficiencies, and higher customer service levels.

Program Budget Summary

This program has a gross funds increase of \$21,886,966 or 396.3 percent over the approved budget of \$5,522,201. This includes all Local funds. This change is primarily due to increased operating costs to projects formerly funded by capital and adjustments to fixed costs.

Upon completion of capital projects, the transition to operations requires maintenance and operational support. The proposed budget

for operating capital projects account for \$20,287,245 or 91.3 percent of the increase in the Enterprise Systems program. Proposed funding for operational support of former capital projects are as follows:

- DC WAN/LAN \$6.0 million
- IT Security 4.5 million
- EMAIL \$4.0 million
- Telecommunications \$2.8 million
- Geographic Information Systems \$1.31 million
- E-Government, \$1.67 million

The program supports 92.0 FTEs, an increase of 63.0 over the FY 2004 approved level. Of the 63.0 new FTEs, 51.0 are to support the operations of former capital projects.

Key Result Measures

Program 1: Enterprise Systems

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Adam Rubinson; Cliff Brock; Gerry Roth; Peter Roy

Supervisor(s): Suzanne Peck, Chief Technology Officer

Measure 1.1: Percent of the static content on District agency websites migrated to a dynamic content management system

	Fiscal Year		
	2004	2005	2006
Target	50	60	90
Actual	-	-	-

Measure 1.2: Percent of construction completed on Unified Communications Center (UCC)

	Fiscal Year		
	2004	2005	2006
Target	40	75	100
Actual	-	-	-

Note: UCC construction projected to be completed in FY 2006.

Measure 1.3: Number of new information and service delivery features launched on the District website

	Fiscal Year		
	2004	2005	2006
Target	20	85	85
Actual	-	-	-

Note: FY 2004 target unit is a number. The FY 2005 to FY 2006 targets have been changed to percentages.

Technical Services

	FY 2004	FY 2005
Budget	2,734,879	\$951,065
FTEs	29.0	6.0

Program Description

The **Technical Services** program provides project management and business consulting services, and business application support to agencies so that they can effectively develop and maintain new IT applications and improve service delivery through effective integration of technology solutions. These services are provided through the Technical Services program's two activities:

- **Agency Technology Projects** - provides project identification, management, execution and transitional services to District agencies so that they can have citywide applications enabling new business processes, efficiencies, and higher customer service levels.
- **Business Process Re-Engineering (BPR)** - provides business consulting services to agencies so that they can improve service delivery through process improvements and the effective integration of technology.

Program Budget Summary

This program has a gross funds decrease of \$1,783,814 or 65.2 percent from the FY 2004 approved budget of \$2,734,879. This includes all Local funds. The change is primarily due to a correction of the allocation of Intra-District funds, a \$20,000 reduction in supplies for cost-saving measures, and projected fixed costs in FY 2004. (\$1.4 million in Intra-District budget authority was incorrectly allocated to the Technical Services Program, along with the related 22.0 FTEs, in FY 2004. The budget authority and FTEs should have been allocated to the Data Center Operations and Maintenance Program. This error has been corrected in the FY 2005 proposed budget). The gross funds support 6.0 FTEs, a decrease of 23.0 FTEs from the FY 2004 approved level.

Key Result Measures

Program 2: Technical Services

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Gerry Roth; Doug Kuhn; Cliff Brock

Supervisor(s): Suzanne Peck, Chief Technology Officer

Measure 2.1: Percent of agency or multi-agency non-infrastructure capital IT projects utilizing BPR services (of agencies that have requested BPR services)

	Fiscal Year		
	2004	2005	2006
Target	60	70	85
Actual	-	-	-

Measure 2.2: Percent of enterprise technology projects that meet budget, schedule and business requirements, within 20 percent of base project scope, excluding change orders

	Fiscal Year		
	2004	2005	2006
Target	85	85	90
Actual	-	-	-

Data Center Operations and Maintenance

	FY 2004	FY 2005
Budget	16,602,780	\$14,216,472
FTEs	63.0	70.0

Program Description

The Data Center Operations and Maintenance program provides application hosting services to District agencies so that agencies can focus on their core business and mission while running applications, storing and accessing data in a secure, stable, reliable and a cost-effective environment.

There is one activity in this program:

- **Data Center Operations and Maintenance** - provides application hosting services to District agencies. By doing so, agencies can focus on their core business and mission, while running applications, storing and accessing data in a secure, stable, reliable and a cost-effective environment.

Program Budget Summary

This program has a gross funds net decrease of \$2,386,308 or 14.4 percent from the FY 2004

approved budget of \$16,602,780. This includes a Local funds increase of \$3,119,289, and an Intra-District funds decrease of \$5,505,597. This change is due primarily to the transfer of Intra-District budget authority to Local funds in an effort to create a more stable funding source for critical District data center operations. A reduction of \$200,000 in telephone and \$28,600 in security services represents cost-saving measures. The remaining change is due to an error in the allocation of Intra-District funds in FY 2004. (\$1.4 million in Intra-District budget authority was incorrectly allocated to the Technical Services Program, along with the related 22.0 FTEs, in FY 2004. The budget authority and FTEs should have been allocated to the Data Center Operations and Maintenance Program. This error has been corrected in the FY 2005 proposed budget.) The program supports 70.0 FTEs, or 7 FTEs over the FY 2004 approved level.

Key Result Measures

Program 3: Data Center Operations

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Cliff Brock

Supervisor(s): Suzanne Peck, Chief Technology Officer

Measure 3.1: Percent of application response times that fall within established standards

	Fiscal Year		
	2004	2005	2006
Target	50	75	85
Actual	-	-	-

Agency Management Program

	FY 2004	FY 2005
Budget	\$2,578,557	\$1,614,219
FTEs	14.0	13.0

Program Description

The Agency Management program provides the operational support required by agency personnel to ensure that they have the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies.

More information about the Agency Management program can be found in the Strategic Budgeting chapter.

Program Budget Summary

This program has a gross funds decrease of \$964,338, or 37.4 percent from the FY 2004 approved budget of \$2,578,557, in all Local funds. This change is primarily due to adjustments to correctly align personal services costs and the creation of the new Agency Financial Operations program, whose activities and funding were previously included in AMP. The program supports 13.0 FTEs, a decrease of 1.0 FTE from the FY 2004 approved level.

Key Result Measures

Program 4: Agency Management

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Janet Mahaney; Bruce Witty; Linda Argo; Cliff Brock; Gerry Roth; Christina Fleps; Peter Roy; Adam Robinson; Doug Kuhn; Libby Clapp

Supervisor(s): Suzanne Peck, Chief Technology Officer

Measure 4.1: Dollars saved by agency-based labor management partnership project(s)

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: Although agencies established their initial labor-management partnership projects in FY 2003, very few had cost savings as objectives. Agencies will continue ongoing projects and/or establish new projects by the third quarter of FY 2004. Cost savings will be tracked for this measure for those projects that have cost saving as a key objective.

Measure 4.2: Percent variance of estimate to actual expenditure (over/under)

	Fiscal Year		
	2004	2005	2006
Target	5	5	5
Actual	-	-	-

Measure 4.3: Cost of Risk

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: This measure replaces "Percent reduction of employee lost work-day injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to

safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost-of-Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula (1/9/04).

Measure 4.4: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression

	Fiscal Year		
	2004	2005	2006
Target	4	4	4
Actual	-	-	-

Measure 4.5: Percent of Key Result Measures achieved

	Fiscal Year		
	2004	2005	2006
Target	70	70	70
Actual	-	-	-

Agency Financial Operations

	FY 2004*	FY 2005
Budget	\$327,836	\$493,720
FTEs	6.0	6.0

Note: FY 2004 program funding levels are presented for comparison purposes only. The Agency financial Operations program did not exist for FY 2004 as it is new for PBB agencies in FY 2005.

Program Description

The purpose of the Agency Financial Operations program is to provide comprehensive and efficient financial management services to and on behalf of District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Financial Operations program can be found in the Strategic Budgeting chapter.

For more detailed information regarding the proposed funding for the activities within this agency's programs please see schedule 30-PBB in the FY 2005 Operating Appendices volume.

Office of Property Management

www.opm.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$59,773,719	\$56,913,040	\$59,624,523	4.8
FTEs*	177.0	266.0	265.0	-0.4

* Includes Capital-funded Intra-District FTEs (39 FTEs for FY 2004 and 2005).

The mission of the Office of Property Management (OPM) is to provide real estate, facility maintenance and management, capital construction and physical security services for District agencies to ensure a clean, safe and user-friendly work environment.

OPM's overarching vision is to be the trusted real estate advisor and asset manager for the District of Columbia, and to maximize the value of property assets through coordination, strategic planning, financial management, business process improvement, and outreach efforts.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- By 2005, the Archibus database will include 100 percent of the required information regarding buildings both owned and leased by the District within OPM's portfolio, including operating costs and asset values, so that the District may have an accurate inventory of its operating assets.
- By FY 2005, reduce the percentage of outstanding rent collections.

Funding by Source

Tables AM0-1 and 2 show the sources of funding and FTEs by fund type for the Office of Property Management.

Table AM0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	6,747	6,137	11,534	14,429	2,894	25.1
Special Purpose Revenue Fund	7,493	1,244	3,800	3,625	-175	-4.6
Total for General Fund	14,240	7,381	15,334	18,054	2,719	17.7
Federal Payments	637	15,118	0	0	0	0.0
Total for Federal Resources	637	15,118	0	0	0	0.0
Intra-District Fund	36,390	37,275	41,579	41,571	-8	0.0
Total for Intra-District Funds	36,390	37,275	41,579	41,571	-8	0.0
Gross Funds	51,267	59,774	56,913	59,625	2,711	4.8

Table AM0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	56	40	92	48	-44	-47.3
Special Purpose Revenue Fund	1	3	5	18	13	250.4
Total for General Fund	57	43	97	66	-31	-32.0
Intra-District Funds						
Intra-District Fund	133	135	169	199	30	17.8
Total for Intra-District Funds	133	135	169	199	30	17.8
Total Proposed FTEs	190	177	266	265	-1	-0.4

Expenditure by Comptroller Source Group

Table AM0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table AM0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

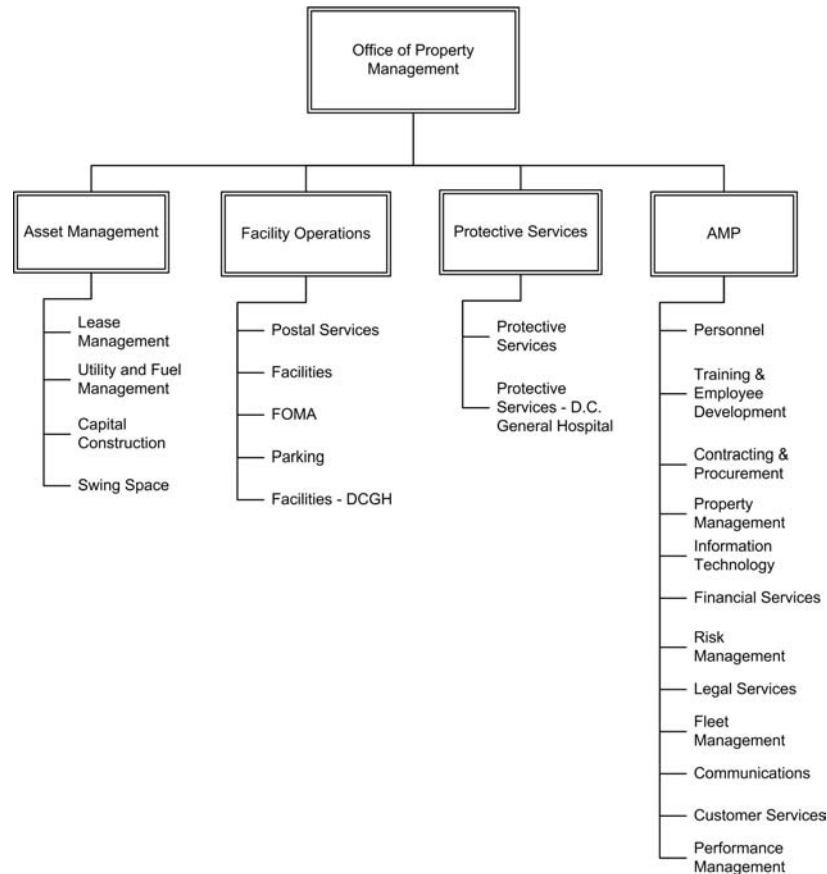
Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	8,677	9,269	12,231	12,862	631	5.2
12 Regular Pay - Other	0	14	0	0	0	0.0
13 Additional Gross Pay	155	258	425	368	-58	-13.5
14 Fringe Benefits - Curr Personnel	1,586	1,654	2,080	2,109	28	1.4
15 Overtime Pay	371	283	560	498	-63	-11.2
Subtotal Personal Services (PS)	10,790	11,477	15,296	15,836	539	3.5
20 Supplies and Materials	434	478	698	639	-59	-8.4
30 Energy, Comm. and Bldg Rentals	166	236	1,780	5,234	3,454	194.0
31 Telephone, Telegraph, Telegram, Etc	284	440	816	776	-40	-5.0
32 Rentals - Land and Structures	7,454	1,585	2,458	1,211	-1,247	-50.7
33 Janitorial Services	163	86	153	160	8	5.1
34 Security Services	202	216	256	341	86	33.6
35 Occupancy Fixed Costs	0	0	0	736	736	100.0
40 Other Services and Charges	2,654	1,473	2,389	4,908	2,518	105.4
41 Contractual Services - Other	28,652	33,699	32,386	28,857	-3,528	-10.9
70 Equipment & Equipment Rental	470	10,083	682	927	245	35.9
Subtotal Nonpersonal Services (NPS)	40,477	48,296	41,617	43,789	2,172	5.2
Total Proposed Operating Budget	51,267	59,774	56,913	59,625	2,711	4.8

Expenditure by Program

This funding is budgeted by program and the Office of Property Management has the following program structure.

Figure AM0-1

Office of Property Management



Gross Funds

The proposed budget is \$59,624,523, representing an increase of \$3,711,483, or 4.8 percent from the FY 2004 approved budget of \$56,913,040. There are 265 operating FTEs for the agency, a 0.4 percent decrease from the FY 2004 approved budget.

General Funds

Local Funds. The proposed budget is \$14,428,607, representing an increase of \$2,894,264, or 25.1 percent from the FY 2004 approved budget of \$11,534,343. There are 48.0 FTEs funded by Local funds, a decrease of 44.0 FTEs from FY 2004 approved budget. The decrease in FTEs

reflects the transfer from the Local funds budget of 31.0 FTEs to the Intra-District budget. The decrease also includes a transfer of 13.0 Local FTEs to the Special Purpose Revenue funds budget.

The budget includes an increase of \$3,397,863 to reflect energy fixed costs requirements to support the former D.C. General Hospital campus and \$2,897,000 to provide transitional space ("swing space") for District offices vacating unsafe and inadequate facilities.

The budget includes a reduction of \$50,000 from the agency's contractual services. There is also a decrease of \$84,766 in telecommunications, \$37,086 in supplies, and \$23,400 security fixed costs for cost saving measures.

Special Purpose Revenue Funds. The proposed budget is \$3,625,000, representing a decrease of \$175,000, or 4.6 percent from the FY 2004 approved budget of \$3,800,000. There are 17.5 FTEs funded by Special Purpose Revenue Funds, an increase of 13.0 FTEs from FY 2004 approved budget.

Intra-District Funds

The proposed budget is \$41,570,916, representing a decrease of \$7,781, or 0.02 percent from the FY 2004 budget of \$41,578,697. There are 199.0 FTEs funded by Intra-District funds, an increase of 30.0 FTEs from the FY 2004 approved budget. The net increase of FTEs reflects the transfer of Local FTEs to the agency's occupancy fund.

Programs

The Office of Property Management is committed to the following programs:

Asset Management

	FY 2004	FY 2005
Budget	\$17,421,079	\$16,638,729
FTEs	53	88

Program Description

The **Asset Management** program provides real property asset management services to District agencies so that they can work in functional and appropriate settings. This program has three activities:

- **Lease Management** - provides space location and space management service for District agencies in both owned and leased buildings so that they can work in the most appropriate environment. This activity houses the OPM's occupancy centralized payment account that is supported by occupancy fixed costs charged to District agencies. These funds pay for the maintenance of District-owned facilities. This activity has \$10,306,435 in gross funds and 44.0 FTEs.
- **Utility and Fuel Management** - provides utility and fuel purchasing, forecasting and certification services to District agencies and tenants so that they can receive continuous utility and fuel service.

- **Capital Construction** - provides construction project management services to District agencies so that they can have new renovated structures and facilities that are delivered on time, within budget, and according to agreed upon design specifications. This activity is funded entirely by Intra-District funds.
- **Swing Space Funding** - provides transitional space for District offices vacating unsafe or inadequate government buildings. Funding for this activity supports lease and moving costs.

Program Budget Summary

This program has a gross funds decrease of \$782,350 or 4.5 percent from the FY 2004 approved budget of \$17,421,079. This includes a Local funds increase of \$1,175,756, a Special Purpose Revenue funds decrease of \$8,303, and an Intra-District funds decrease of \$1,949,803. This change is primarily due to \$2,897,000 to provide swing space for agencies relocating to new space. This increase is offset by the transfer of \$1.4 million from the Local funds budget to the agency's occupancy fund (Intra-District funds) and out-leasing revenue fund (Special Purpose Revenue funds) within the Lease Management activity. This includes a transfer of 29.0 Local FTEs from the Facility Operations program and 2.0 Local FTEs from the Agency Management Program to the occupancy fund within Lease Management activity. The program also includes a redirection of 8.0 Local FTEs within the Lease Management activity and a transfer of 3.0 Local FTEs from the AMP-Property Management activity to be supported by out-leasing revenue. Overall, these transferred expenditures from the Local funds are absorbed entirely in the agency's Intra-District and Special Purpose Revenue budgets. There is also a \$2,500,000 reduction in the occupancy fund to coincide with the decrease in occupancy fixed costs paid by District agencies. This program supports 88 FTEs, an increase of 35.0 FTE from the FY 2004 approved level.

Key Result Measures

Program 1: Asset Management

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): K.G. Krishnamurthy, Administrator for Capital Construction Services Administration; Anthony Jiminez, Energy Management Specialist; Aimee Occhetti, Special Assistant

Supervisor(s): Carol Mitten, Director; Peter May, Deputy Director for Operations; Troye Macarthy, Chief of Staff

Measure 1.1: Percent of customers satisfied with OPM managed facilities

	Fiscal Year		
	2004	2005	2006
Target	80	85	90
Actual	-	-	-

Measure 1.2: Percent of utility and fuel invoices certified for payment within 25 days

	Fiscal Year		
	2004	2005	2006
Target	95	100	100
Actual	-	-	-

Note: Measure title modified in FY 2004

Measure 1.3: Percent change in average time to implement a capital construction project

	Fiscal Year		
	2004	2005	2006
Target	-10	-10	-15
Actual	-	-	-

Measure 1.4: Percent of capital construction projects started within 90-days after the budget approval

	Fiscal Year		
	2004	2005	2006
Target	-	85	90
Actual	-	-	-

Measure 1.5: Percent of dollar value of change orders compared to total construction contracts

	Fiscal Year		
	2004	2005	2006
Target	-	-15	-10
Actual	-	-	-

Measure 1.6: Percent of total rent collections realized

	Fiscal Year		
	2004	2005	2006
Target	100	100	100
Actual	-	-	-

Note: Measure moved to the Asset Management Program from the Facility Operations Program at the request of the agency (1/04).

Facility Operations

	FY 2004	FY 2005
Budget	\$16,430,236	\$17,472,294
FTEs	116	87

Program Description

The **Facility Operations** program provides contracted custodial, repair, and maintenance services to District agencies so that they can work in a clean, safe and operational environment. This program has five activities:

- **Postal Services** - provides postal delivery services to District agencies so that they can have timely delivery of incoming and outgoing mail.
- **Facilities** - provides contracted custodial and mechanical services to District agencies so that they can work in an environment that is clean, and well maintained. This activity has \$5,428,564 in gross funds and 8.0 FTEs. Note: There are 29.0 FTEs from this activity that have been transferred to the Lease Management activity in the Asset Management program.
- **Facilities Operation and Maintenance Administration (FOMA)** - provides building repair and maintenance services to District agencies so that they can work in a safe and operational environment.
- **Parking** - provides parking space allocation and parking revenue monitoring services to the District in order to maximize parking revenue.
- **Facilities-D.C. General Hospital** - provides contracted custodial and mechanical services to DCGH campus.

Program Budget Summary

This program has a gross funds increase of \$1,042,058, or 6.3 percent over the FY 2004

approved budget of \$16,430,236. This includes a Local funds increase of \$2,021,356, a Special Purpose Revenue funds decrease of \$175,000, and an Intra-District funds decrease of \$804,298. This change is primarily due to an increase in energy fixed cost requirements in Local funds to support the Facilities-D.C. General Hospital activity. This increase in fixed costs is partially offset by the transfer of 29.0 Local FTEs and associated expenditures from the Facilities activity to the Intra-District occupancy fund within the Asset Management Program. This program also includes a redirection of one FTE and associated funding from the Local Funds budget to the parking fee revenue budget within the Parking activity. The gross budget supports 87.0 FTEs, a decrease of 29.0 FTEs from the FY 2004 approved level.

Key Result Measures

Program 2: Facility Operations

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Edward Hampton, Administrator for Facility Management Division; George Howard, Postal Administration; Nejat Rasson, Administrator for Facility Operations and Maintenance Administration

Supervisor(s): Carol Mitten, Director; Peter May Deputy Director for Operations; Troye Macarthy, Chief of Staff

Measure 2.1: Percent of mail delivered within 24 hours

	Fiscal Year		
	2004	2005	2006
Target	90	95	95
Actual	-	-	-

Note: Measure title slightly modified in FY 2004.

Measure 2.2: Percent of District monthly parking fees compared to average monthly parking fees at private/federal garages

	Fiscal Year		
	2004	2005	2006
Target	20	50	75
Actual	-	-	-

Note: Measure title slightly modified in FY 2004, from a percent change to a straight percent.

Measure 2.3: Percent of emergency repairs resolved within 24 hours

	Fiscal Year		
	2004	2005	2006
Target	85	90	90
Actual	-	-	-

Protective Services

	FY 2004	FY 2005
Budget	\$20,060,489	\$22,757,147
FTEs	81	80

Program Description

The **Protective Services** program provides 24-hour security services to District agencies and employees to ensure continued government operations by protecting employees, resources and facilities.

This program has two activities:

- **Protective Services** - provides 24-hours security services to District agencies and employees in order to ensure continued government operations by protecting employees, resources and facilities.
- **Protective Services-D.C. General Hospital** - provides 24-hours security services to the entire DCGH campus.

Program Budget Summary

This program has a gross funds increase of \$2,696,658 or 13.4 percent from the FY 2004 approved budget of \$20,060,489. This includes a Local funds increase of \$338 and an Intra-District funds increase of \$2,696,320. This program's Intra-District budget is derived from security fixed costs paid by District agencies. The change in Intra-District funds primarily reflects anticipated increases in new security contracts for FY 2005.

There is also a reduction of \$883,404 in Intra-District funds to coincide with the decrease in security fixed costs paid by certain District agencies. The Protective Services-D.C. General Hospital activity increased by only \$338 from the FY 2004 approved budget of \$696,196. The gross budget supports 80 FTEs, a decrease of one FTE from the FY 2004 approved level. This decrease represents the deletion of one Intra-

District FTE to accurately reflect Schedule A requirements.

Key Result Measures

Program 3: Protective Services

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Gerald Wilson, Chief, Protective Services Division; Arnold Bracy, Assistant Chief, Protective Services Division

Supervisor(s): Carol Mitten, Director

Measure 3.1: Percentage of guards in compliance with licensing standards within a given seven day period

	Fiscal Year		
	2004	2005	2006
Target	90	100	100
Actual	-	-	-

Note: Measure title slightly modified in FY 2004.

Measure 3.2: Percentage of alarms responded to within 20 minutes during non-government hours

	Fiscal Year		
	2004	2005	2006
Target	95	100	100
Actual	-	-	-

Note: Measure title slightly modified in FY 2004.

Agency Management

	FY 2004	FY 2005
Budget	\$3,001,236	\$2,756,353
FTEs	16	10

Program Description

The **Agency Management** program provides operational support to the agency so that they have the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

Program Budget Summary

This program has a gross funds decrease of \$244,883, or 8.2 percent from the FY 2004 approved budget of \$3,001,236. This includes a Local funds decrease of \$303,186, Special Purpose Revenue funds increase of \$8,303 and

an Intra-District funds increase of \$50,000. This includes a transfer of 2.0 Local FTEs to the Intra-District occupancy fund and 3.0 Local FTEs to the out-leasing revenue budget within the Lease Management activity. This also includes a \$275,337 reduction based on revised occupancy fixed costs. The gross budget supports 10.0 FTEs, a decrease of 6.0 from the FY 2004 approved level.

Key Result Measures

Program 4: Agency Management

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Benita Anderson, Administrative Officer, Troye Macarthy, Chief of Staff; Susan Riley, Special Assistant

Supervisor(s): Carol Mitten, Director; Troye Macarthy, Chief of Staff

Measure 4.1: Dollars saved by agency-based labor management partnership project(s)

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: Although agencies established their initial labor-management partnership projects in FY 2003, very few had cost savings as objectives. Agencies will continue ongoing projects and/or establish new projects by the third quarter of FY 2004. Cost savings will be tracked for this measure for those projects that have cost savings as a key objective.

Measure 4.2: Percent variance of estimate to actual expenditure (over/under)

	Fiscal Year		
	2004	2005	2006
Target	5	5	5
Actual	-	-	-

Note: Although agencies established their initial lab

Measure 4.3: Cost of Risk

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: This measure replaces "Percent reduction of employee lost work-day injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost-of-Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula (1/9/04).

Measure 4.4: Rating of 3-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression

	Fiscal Year		
	2004	2005	2006
Target	4	4	4
Actual	-	-	-

Measure 4.5: Percent of Key Result Measures achieved

	Fiscal Year		
	2004	2005	2006
Target	70	70	70
Actual	-	-	-

For more detailed information regarding the proposed funding for activities within this agency's programs, please see schedule 30-PBB in the FY 2005 Operating Appendices volume.

Contract Appeals Board

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$567,839	\$756,055	\$764,144	1.1
FTEs	4.0	6.0	6.0	0.0

The mission of the Contract Appeals Board is to provide an impartial, expeditious, inexpensive, and knowledgeable forum for hearing and resolving contractual disputes between the District and contractors.

Established by D.C. Reorganization Order 29 in 1953 to serve as the agent of the District's executive in resolving disputes between contractors and the District, the board had its jurisdiction statutorily re-established and enhanced by the Procurement Practices Act of 1985 ("PPA"), which is now codified as amended at Title 2, Chapter 3, Unit A of the D.C. Code. Effective 1986, the PPA defined the board's jurisdiction to include review of protests of contract solicitations and awards, contracting officer final decisions on contractor claims, and debarment and suspension determinations. In 1997, the Procurement Reform Amendment Act augmented the scope of the PPA and the jurisdiction of the board to include hearing and resolving contract disputes for most independent District agencies. Agencies exempt from the PPA may enter into an agreement with the board to have the board resolve their contract disputes.

There are three mayorally appointed Administrative Judges, one of whom is designated as Chief Administrative Judge. Pursuant to the PPA, this quasi-judicial body has exclusive jurisdiction to hear and resolve: (1) protests of District contract solicitations and awards; (2)

appeals of final decisions made by the contracting officer; (3) claims by the District against contractors; (4) appeals by contractors of suspensions or debarments; and (5) appeals of interest payment claims under the Quick Payment Act.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Provide impartial, expeditious, and cost-effective review and resolution of contract disputes between the District and the contracting communities.
- Continue comprehensive electronic filing of case pleadings.
- Begin electronic archiving of closed cases.

Funding by Source

Tables AF0-1 and 2 show the sources of funding and FTEs by fund type for the Contract Appeals Board.

Table AF0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	676	568	756	764	8	1.1
Total for General Fund	676	568	756	764	8	1.1
Gross Funds	676	568	756	764	8	1.1

Table AF0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	5	4	6	6	0	0.0
Total for General Fund	5	4	6	6	0	0.0
Total Proposed FTEs	5	4	6	6	0	0.0

Expenditure by Comptroller Source Group

Table AF0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table AF0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	183	334	492	502	11	2.2
12 Regular Pay - Other	241	0	0	0	0	0.0
13 Additional Gross Pay	22	0	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	58	41	78	78	0	0.2
Subtotal Personal Services (PS)	504	374	570	581	11	1.9
20 Supplies and Materials	5	7	6	6	0	0.0
31 Telephone, Telegraph, Telegram, Etc	5	4	5	6	1	19.9
32 Rentals - Land and Structures	134	144	147	152	5	3.2
34 Security Services	2	3	3	3	0	10.0
40 Other Services and Charges	18	9	11	11	0	0.0
70 Equipment & Equipment Rental	8	26	15	6	-9	-61.5
Subtotal Nonpersonal Services (NPS)	172	193	186	184	-3	-1.5
Total Proposed Operating Budget	676	568	756	764	8	1.1

Gross Funds

The proposed budget is \$764,144, representing an increase of 1.1 percent from the FY 2004 approved budget of \$756,055. There are six total FTEs for the agency, no change from the FY 2004 approved budget.

- A net decrease of \$2,846 in nonpersonal services. This includes an increase of \$6,072 in fixed costs, primarily for rent, based on OPM estimates.

General Funds

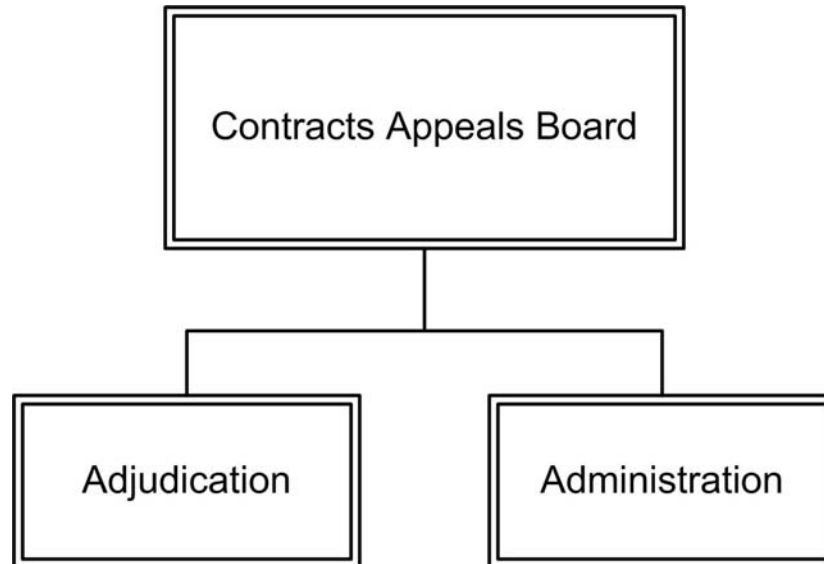
Local Funds. The proposed budget is \$764,144, representing an increase of \$8,089 or 1.1 percent from the FY 2004 budget of \$756,055. There are six FTEs for the agency, no change from FY 2004.

Changes from the FY 2004 approved budget are:

- An increase of \$10,935 in personal services based on Schedule A requirements and the 2.5 percent nonunion pay raise.

Figure AF0-1

Contract Appeals Board



Programs

The Contract Appeals Board has two programs:

Adjudication - involves the hearing and resolution of the following types of cases: (1) protests of District contract solicitations and awards; (2) appeals of final decisions made by the contracting officer; (3) claims by the District against contractors; (4) appeals by contractors of suspensions or debarments; and (5) appeals of interest payment claims under the Quick Payment Act. The Procurement Reform Amendment Act requires the board to decide protests within 60 business days of filing. For motions challenging a determination by the Chief Procurement Officer to proceed with contract performance while a protest is pending, the Act requires the board to issue a decision within 10 business days of the motion being filed.

Administration - handles the day-to-day office operations of the board to support its adjudication function. The support staff serve at the direction of the Chief Administrative Judge.

Agency Goals and Performance Measures

Goal 1: Address the questions and concerns of litigants in a timely and cost-effective manner

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Jonathan Zischkau, Chief Administrative Judge

Supervisor(s): Jonathan Zischkau, Chief Administrative Judge

Measure 1.1: Percentage of protests resolved within 60 business days

	2002	Fiscal Year			2005	2006
		2003	2004			
Target	80	100	100	100	100	100
Actual	93	100	-	-	-	-

Measure 1.2: Percentage of appeals on the docket resolved

	2002	Fiscal Year			2005	2006
		2003	2004			
Target	25	25	25	25	25	25
Actual	28	27	-	-	-	-

Measure 1.3: Percentage of decisions submitted for publication

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	100	100	100	100	100
Actual	100	100	-	-	-

Measure 1.4: Percentage of new cases using electronic filing services

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	100	100	100	100
Actual	N/A	100	-	-	-

Measure 1.5: Percentage of closed cases electronically archived

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	33	33	33	33
Actual	N/A	20	-	-	-

Board of Elections and Ethics

www.dcboee.org

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$3,695,597	\$4,815,785	\$4,805,379	-0.2
FTEs	35.4	50.0	50.0	0.0

The mission of the Board of Elections and Ethics is to enfranchise eligible residents, conduct elections, and assure the integrity of the electoral process. This mission, mandated by federal and local statutes, is executed through the operation of the District's voter registration system; by administration of the ballot access process for candidates and measures; through the delivery of comprehensive public, media, and voter information services; by maintenance of technical systems to support voting, ballot tabulation, and electronic mapping of election district boundaries; through the planning and implementation of each District of Columbia election; and through the performance of legal counsel, rulemaking and adjudication functions.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Use information technology to improve the accuracy and timeliness of the voting process.
- Maintain outreach to ensure that voters are familiar with the new technologies.
- Ensure that all registered qualified voters are educated on the current voting system.
- Implement the requirements of the Help America Vote Act (HAVA) in the District of Columbia.

The board is responsible for administering all the electoral processes for eight election wards, 142 voting precincts, 37 Advisory Neighborhood Commissions (ANCs), and 286 ANC Single-Member Districts.

Gross Funds

The proposed budget is \$4,805,379, a decrease of \$10,406, or 0.2 percent from the FY 2004 approved budget of \$4,815,785. There are 50.0 FTEs for the agency, no change from the FY 2004 approved budget.

Funding by Source

Tables DL0-1 and 2 show the sources of funding and FTEs by fund type for the Board of Elections and Ethics.

Table DL0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	3,763	3,444	4,816	4,805	-10	-0.2
Total for General Fund	3,763	3,444	4,816	4,805	-10	-0.2
Federal Payments	0	152	0	0	0	0.0
Total for Federal Resources	0	152	0	0	0	0.0
Intra-District Fund	0	100	0	0	0	0.0
Total for Intra-District Funds	0	100	0	0	0	0.0
Gross Funds	3,763	3,696	4,816	4,805	-10	-0.2

Table DL0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	44	35	50	50	0	0.0
Total for General Fund	44	35	50	50	0	0.0
Total Proposed FTEs	44	35	50	50	0	0.0

Expenditure by Comptroller Source Group

Table DL0-3 show the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table DL0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

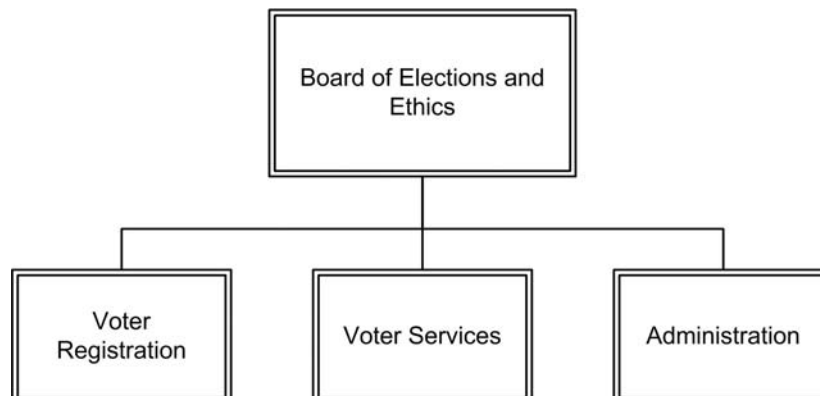
Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	1,678	1,721	1,875	1,827	-47	-2.5
12 Regular Pay - Other	133	91	120	363	243	202.9
13 Additional Gross Pay	11	2	25	25	0	0.0
14 Fringe Benefits - Curr Personnel	332	324	301	359	58	19.4
15 Overtime Pay	25	25	25	50	25	100.0
Subtotal Personal Services (PS)	2,180	2,162	2,345	2,625	279	11.9
20 Supplies and Materials	19	42	45	71	26	58.7
30 Energy, Comm. and Bldg Rentals	45	67	92	82	-10	-10.4
31 Telephone, Telegraph, Telegram, Etc	153	96	125	116	-8	-6.8
32 Rentals - Land and Structures	142	141	221	0	-221	-100.0
33 Janitorial Services	24	16	31	25	-6	-20.0
34 Security Services	28	12	35	26	-9	-25.0
35 Occupancy Fixed Costs	0	0	0	144	144	100.0
40 Other Services and Charges	992	762	1,156	923	-232	-20.1
41 Contractual Services - Other	97	207	41	105	64	156.8
70 Equipment & Equipment Rental	82	189	726	687	-39	-5.4
Subtotal Nonpersonal Services (NPS)	1,583	1,533	2,471	2,181	-290	-11.7
Total Proposed Operating Budget	3,763	3,696	4,816	4,805	-10	-0.2

Expenditure by Program

The funding is budgeted by program and the Board of Elections and Ethics has the following program structure:

Figure DL0-1

Board of Elections and Ethics



General Fund

Local Funds. The proposed budget is \$4,805,379, a decrease of \$10,406, or 0.2 percent from the FY 2004 approved budget of \$4,815,785. There are 50.0 FTEs for the agency, no change from FY 2004.

Changes from the FY 2004 approved budget are:

- An increase of \$279,470 in personnel costs is primarily due to the agency's decision to convert 12 While Actually Employed (WAE) positions from part-time to full-time in preparation for the upcoming elections. This does not change the agency FTE level.
- A reduction of \$232,272 in other services and charges to support the increased personnel costs and contractual services.
- An increase of \$26,400 in supplies and materials.
- An increase of \$64,300 in contractual services.
- A reduction of \$38,883 in equipment and equipment rental to support the increased supplies and materials.
- A net decrease of \$109,422 in fixed costs based on revised projections. This includes a reduction of \$7,800 in security services for cost saving measures, and a reduction of \$76,661 in rentals/occupancy costs due to the reprioritization of citywide resources.

Programs

The Board of Elections and Ethics operates the following programs:

Voter Registration

This program notifies all registered qualified electors of their polling place locations by mail. It also ensures that all registered qualified voters are educated on new voting systems.

Voter Services

This program monitors candidate qualifications. Before each election, Voter Services:

- Provides candidates with the information and documents necessary for them to qualify for office, including petitions and declarations of candidacy.
- Manages challenges during the period when

any registered voter can challenge a candidate's petition to run for office.

- Provides badges for all poll watchers.

Administration

This program oversees the planning, management, and conduct of elections in the District. When precincts must be relocated, the program identifies facilities that are accessible to people with disabilities. This office also:

- Keeps the public informed by designing and directing a comprehensive public information program related to registration, candidate qualification, and voter services.
- Handles procurement for the board.
- Designs and maintains the organizational structure of the board's services.
- Advises the board members of the possible effects of proposed policy or legislative changes.
- Implements board policies and regulations.

Agency Goals and Performance Measures

Goal 1: To register qualified residents and educate voters on the voting process

Citywide Strategic Priority Area(s): Making Government Work; Building Partnerships and Democracy.

Manager(s): Kathryn A. Fairley, Registrar of Voters

Supervisor(s): Alice P. Miller, Executive Director

Measure 1.1: Percent of voter services programs administered

	2002	2003	Fiscal Year 2004	2005	2006
Target	85	85	85	85	90
Actual	90	87	-	-	-

Measure 1.2: Percent accuracy of voter registry

	2002	2003	Fiscal Year 2004	2005	2006
Target	80	88	88	90	95
Actual	80	90	-	-	-

Measure 1.3: Percent of eligible residents located and identified

	2002	2003	Fiscal Year 2004	2005	2006
Target	80	88	88	90	95
Actual	85	88	-	-	-

Measure 1.4: Percent of residents provided with voter education and information on updated voting systems

	2002	2003	Fiscal Year 2004	2005	2006
Target	100	100	100	100	100
Actual	100	100	-	-	-

Goal 2: Perform comprehensive planning and support for election operations.

Citywide Strategic Priority Area(s): Making Government Work; Building Partnerships and Democracy

Manager(s): Vacant

Supervisor(s): Alice P. Miller, Executive Director

Measure 2.1: Percent of polling places identified as capable of serving the disabled community

	2002	2003	Fiscal Year 2004	2005	2006
Target	90	95	100	100	100
Actual	95	95	-	-	-

Measure 2.2: Percent of Intra-District coordination for agency activities surrounding elections, such as security and drivers, that is provided by the Board

	2002	2003	Fiscal Year 2004	2005	2006
Target	95	100	100	100	100
Actual	100	100	-	-	-

Measure 2.3: Percent of planned Internet Web site complete

	2002	2003	Fiscal Year 2004	2005	2006
Target	95	100	100	100	100
Actual	90	100	-	-	-

Goal 3: Manage poll worker activities and provide required staffing assignments

Citywide Strategic Priority Area(s): Making Government Work; Building Partnerships and Democracy

Manager(s): Vacant

Supervisor(s): Alice P. Miller, Executive Director

Measure 3.1: Number of poll workers

	2002	2003	Fiscal Year 2004	2005	2006
Target	1,700	2,500	1,700	-	2,500
Actual	1,450	0	-	-	-

Goal 4: Establish priorities for the Board in matters regarding election related legal disputes

Citywide Strategic Priority Area(s): Making Government Work; Building Partnerships and Democracy

Manager(s): Kenneth J. McGhie, General Counsel

Supervisor(s): Board Chairperson

Measure 4.1: Percent of legal matters before the Board that are competently analyzed

	2002	2003	Fiscal Year 2004	2005	2006
Target	100	100	100	100	100
Actual	100	100	-	-	-

Measure 4.2: Percent of pending legislation that will affect the Board's processes that receive statutory recommendations and comments

	2002	2003	Fiscal Year 2004	2005	2006
Target	92	92	92	-	-
Actual	100	92	-	-	-

Note: The agency has not provided FY 2005-2006 targets for Measure 4.2 but has not indicated that the measure will be discontinued.

Office of Campaign Finance

www.ocf.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$1,245,411	\$1,337,842	\$1,324,443	-1.0
FTEs	13.0	15.0	15.0	0.0

The mission of the Office of Campaign Finance (OCF) is to ensure public trust in the integrity of the election process and government service by regulating the financial disclosure process and conduct of political campaigns and candidates, lobbyists, public officials, and political committees, pursuant to the D.C. Campaign Finance Reform and Conflict of Interest Act, and the D.C. Merit Personnel Act.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Improve public access to the campaign finance activity by providing new media to receive and deliver the information.
- Improve timeline for issuing campaign finance regulations, information brochures, OCF forms, interpretive opinions, and investigative orders.

Gross Funds

The proposed gross funds budget is \$1,324,443, a decrease of \$13,399 or 1.0 percent from the FY 2004 approved budget of \$1,337,842. There are 15.0 FTEs for the agency, no change from the FY 2004 approved budget.

General Fund

Local Funds. The proposed budget is \$1,324,443, a decrease of \$13,399 or 1.0 percent from the FY 2004 approved budget of \$1,337,842. There are 15.0 FTEs for the agency, no change from the FY 2004 approved budget.

Changes from the FY 2004 approved budget are:

- An increase of \$40,237 in personal services to support increased personnel costs.
- A net increase of \$16,541 in fixed costs.
- A reduction of \$70,177 in other services and charges.

Funding by Source

Tables CJ0-1 and 2 show the sources of funding and FTEs by fund type for the Office of Campaign Finance.

Table CJ0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	1,290	1,245	1,338	1,324	-13	-1.0
Total for General Fund	1,290	1,245	1,338	1,324	-13	-1.0
Gross Funds	1,290	1,245	1,338	1,324	-13	-1.0

Table CJ0-2

FY 2005 Full-Time Equivalent Employment Levels

	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from from 2004	Percent Change
General Fund						
Local Fund	13	13	15	15	0	0.0
Total for General Fund	13	13	15	15	0	0.0
Total Proposed FTEs	13	13	15	15	0	0.0

Expenditure by Comptroller Source Group

Table CJ0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table CJ0-3

FY 2005 Proposed Operating Budget, by Comptroller Source

(dollars in thousands)

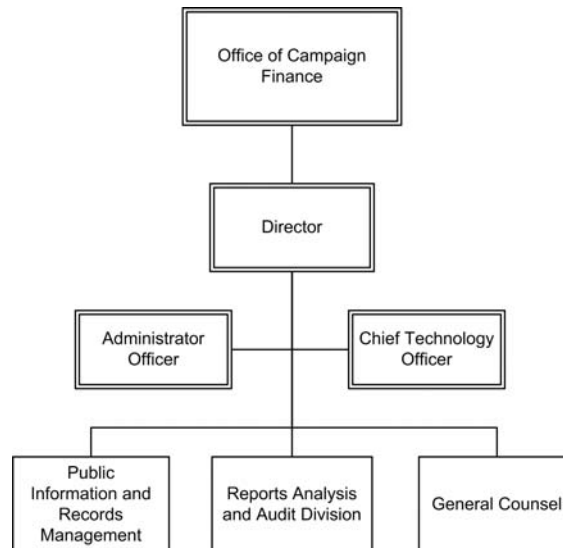
Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	784	802	860	897	37	4.3
12 Regular Pay - Other	9	0	12	12	0	0.0
13 Additional Gross Pay	3	0	5	5	0	0.0
14 Fringe Benefits - Curr Personnel	121	119	130	134	3	2.5
Subtotal Personal Services (PS)	917	921	1,007	1,047	40	4.0
20 Supplies and Materials	9	11	12	12	0	0.0
30 Energy, Comm. and Bldg Rentals	25	28	29	29	0	-1.5
31 Telephone, Telegraph, Telegram, Etc	16	13	9	28	19	199.8
32 Rentals - Land and Structures	9	20	28	0	-28	-100.0
33 Janitorial Services	14	15	17	17	0	-1.4
34 Security Services	28	30	23	22	-1	-4.3
35 Occupancy Fixed Costs	0	0	0	27	27	100.0
40 Other Services and Charges	267	199	202	132	-70	-34.8
70 Equipment & Equipment Rental	5	10	10	10	0	0.0
Subtotal Nonpersonal Services (NPS)	374	324	331	277	-54	-16.2
Total Proposed Operating Budget	1,290	1,245	1,338	1,324	-13	-1.0

Expenditure by Program

The Office of Campaign Finance has the following program structure:

Figure CJ0-1

Office of Campaign Finance



Programs

The Office of Campaign Finance operates the following programs:

Public Information and Records Management

This program is responsible for document management, data entry and imaging of thousands of document pages for the public record, releasing all reports for public inspection within 48 hours as statutorily mandated, and disseminating press releases and other media related information.

A key initiative of the Public Information and Records Management program is to increase service delivery by monitoring and evaluating the electronic filing system introduced in all OCF programs in FY 2003.

Reports Analysis and Audits

This program analyzes and reviews financial and disclosure reports and documents submitted by candidates, political committees, constituent ser-

vice programs, lobbyists, and statehood fund authorities. It also conducts desk and field audits, reviews and analyzes the financial disclosure statements of public officials, prepares and compiles statistical reports and summaries, provides technical assistance to required filers and the public, and conducts educational seminars.

A key initiative of the Reports Analysis and Audit program is to monitor the campaign reporting of candidates and political committees participating in the November 2004 General Election for the offices of members of the Council, U.S. Senator and Representative (Shadow), members of the Board of Education, and Advisory Neighborhood Commission members.

General Counsel

This program conducts informal hearings and investigates alleged violations of the Campaign Finance Act, and conducts ethics seminars. The General Counsel performs legal research, including analysis of federal law to determine its applica-

bility to the District. The program also promotes voluntary compliance for filings, registrations, and activity requirements mandated by the act.

A key initiative of the Informal Hearings/Investigations program is to monitor the effectiveness of the agency's redesigned web site in delivering information on investigative reports and required filings, including summaries of reported financial information by candidates and political committees, as well as statistical analysis of reported data.

Agency Goals and Performance Measures

Goal 1: Increase technological capabilities to improve delivery of services.

Citywide Strategic Priority Area(s): Making Government Work; Building Partnerships and Democracy
Manager(s): Vialetta Graham, Chief Technology Officer
Supervisor(s): Cecily E. Collier-Montgomery, Director

Measure 1.1: Percent of respondents that use the electronic filing system

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	95	100	100	100	100
Actual	N/A	100	-	-	-

Measure 1.2: Percent of campaign finance forms, brochures, regulations, calendars, interpretative opinions, and summary reports of filings that are available on the office's Internet home page

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	95	100	100	100	100
Actual	N/A	100	-	-	-

Goal 2: Issue timely, reliable guidance to the regulated community to enhance compliance with the D.C. Campaign Finance Act.

Citywide Strategic Priority Area(s): Making Government Work
Manager(s): Jean Scott Diggs, Chief of Staff
Supervisor(s): Cecily E. Collier-Montgomery, Director

Measure 2.1: Percent of written requests concerning the application of the DC Campaign Finance Act to a specific or general activity or transaction that receive an interpretative opinion within the targeted timeframe of thirty days upon receipt of request

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	100	100	100	100	100
Actual	N/A	100	-	-	-

Goal 3: Ensure full and complete disclosure of information required by the D.C. Campaign Finance Act

Citywide Strategic Priority Area(s): Making Government Work
Manager(s): Richard Mathis, Supervisory Auditor
Supervisor(s): Cecily E. Collier-Montgomery, Director

Measure 3.1: Percent of all financial disclosure records filed for compliance with the requirements of the DC Campaign Finance Act and Standard Operating Procedures reviewed, evaluated, and analyzed before the next filing deadline (deadlines vary)

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	100	100	100	100	100
Actual	N/A	100	-	-	-

Measure 3.2: Percent of field audits completed on selected committees based on desk audit findings, investigations and special requests

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	100	100	100	100	100
Actual	N/A	100	-	-	-

Measure 3.3: Percent of statistical reports and summaries of desk reviews, evaluations, analysis and field audits conducted on various filing entities disseminated within targeted timeframes (times vary)

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	100	100	100	100	100
Actual	N/A	100	-	-	-

Goal 4: Investigate and adjudicate matters concerning alleged violations of the D.C. Campaign Finance Act in a timely manner.

Citywide Strategic Priority Area(s): Making Government Work
Manager(s): Kathy S. Williams, General Counsel
Supervisor(s): Cecily E. Collier-Montgomery, Director

Measure 4.1: Percent of complaints of alleged violations of the DC Campaign Finance Act that are investigated, addressed in hearings, and resolved within the statutory timeframe of ninety days

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	100	100	100	100	100
Actual	N/A	100	-	-	-

Goal 5: Promulgate regulations governing the conduct of the regulated community.

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Kathy S. Williams, General Counsel

Supervisor(s): Cecily E. Collier-Montgomery, Director

Measure 5.1: Percent of regulations amended annually (when needed) and new rules drafted to be consistent with changes in legislation and administrative procedures

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	100	100	100	100	100
Actual	N/A	100	-	-	-

Goal 6: Increase public awareness of the requirements of the DC Campaign Finance Act.

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Michael Simpson, Public Affairs Specialist

Supervisor(s): Cecily E. Collier-Montgomery, Director

Measure 6.1: Percent of all financial reports, organization and candidate registration statements, lobbyist reports, financial disclosure statements and other documents processed and maintained in an accurate and current record to ensure timely public availability

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	100	100	100	100	100
Actual	N/A	100	-	-	-

Measure 6.2: Percent of listings of financial and other disclosure information required for submission by May 15 and publication by June 15 in the DC Register by the DC Office of Documents developed and compiled with statutory timeframes

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	100	100	100	100	100
Actual	N/A	100	-	-	-

Measure 6.3: Percent of District government agency heads that help produce an accurate and current filing of persons required to file Financial Disclosure Statements (FDS)

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	95	100	100	100	100
Actual	N/A	100	-	-	-

Goal 7: Provide images of financial reports at Office of Campaign Finance website.

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Vialetta Graham, Chief Technology Officer

Supervisor(s): Cecily E. Collier-Montgomery, Director

Measure 7.1: Measure(s) to be determined

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	-	-	-	-
Actual	N/A	N/A	-	-	-

Note: OCF has not established any performance measures for Goal 7. (Project not completed.)

Public Employee Relations Board

www.perb.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$624,430	\$686,185	\$776,148	13.1
FTEs	4.0	4.0	5.0	25.0

The mission of the Public Employee Relations Board (PERB) is to provide for the impartial resolution of labor-management disputes in the District government pursuant to Section 501 of the District of Columbia Comprehensive Merit Personnel Act of 1978.

The board is an impartial, quasi-judicial, independent agency empowered with the exclusive jurisdiction to resolve labor-management disputes between District agencies and labor organizations representing employees of those agencies.

The board plans to fulfill its mission by achieving the following strategic result goals:

- Schedule and hold hearings in a timely manner.
- Enforce its orders and defend any appeals filed in the courts.
- Review and amend agency rules and regulations as necessary.
- Review, modify and improve the agency website.
- Complete conversion of agency files to CD-ROM format, which will allow for more efficient response to requests for information.

Gross Funds

The proposed budget is \$776,148, an increase of \$89,963 or 13.1 percent from the FY 2004 approved budget of \$686,185. There are 5.0 FTEs for the agency, representing an increase of 1.0 FTE from the FY 2004 approved budget.

Changes from the FY 2004 approved budget are:

- An increase of \$5,543 in personal services due primarily to the 2.5 percent non-union pay raise.
- A net increase of \$4,963 in fixed costs including \$3,234 in rent and \$1,730 in telecommunication expenses. A reduction of \$647 was made to telephone for cost savings measures.
- A reduction of \$5,543 in contractual services.
- An increase of \$85,000 to fund an attorney position to administer the District's labor management program.

Programs

PERB operates the following programs:

Administration - provides for the day-to-day operations of the board. The agency executive director is assisted by support staff in performing these functions.

Adjudication - provides the board's mission service in deciding cases. Specifically, pursuant to Section 501 of the Comprehensive Merit Personnel Act of 1978, the Public Employee

Relations Board exercises duties in these areas:

- Adopt rules and regulations for the conduct of agency business.
- Determine appropriate compensation and noncompensation units for unionized District employees.
- Facilitate the resolution of impasse in contract negotiations.
- Certify collective bargaining units. Specifically, this is the power to officially recognize unionization of a select group of District employees. The board's decision to issue certification is made on a case-by-case basis on the supporting documentation filed by a labor organization with the necessary legal ingredient being the determination that a "community of interest" exists. Additionally, the certified collective bargaining unit must promote effective labor relations and efficiency of agency operations.
- Decertify collective bargaining units. Decertification petitions may be filed by the employer agency, an employee of the bargaining unit, or a group of employees in the bargaining unit. If the board determines that a majority of the employees in the unit do not wish to be represented by the labor organization, then the de-certification petition may be granted.
- Adjudicate unfair labor practices and standards of conduct complaints and investigate allegations of unfair labor practices and standards of conduct when an official complaint is made of a violation of the labor-management provisions of the Comprehensive Merit Personnel Act. If there are no issues of fact at question, the board may issue a ruling based on the applicable law. If there are issues of fact at question, the board assigns a hearing examiner to conduct a formal hearing. The examiner then provides the board with a report of findings and conclusions and a recommendation that the board can adopt, reject, or modify when issuing its ruling.
- Consider appeals of grievance arbitration awards.
- Review negotiability appeals to determine if a proposal is within the scope of required collective bargaining.
- Defend court appeals. Under the provisions of D.C. Code Section 1-617.13c, any person feeling aggrieved has 30 days from the date of the board's decision to appeal to the D.C. Superior Court, and decisions of that court may be appealed to the D.C. Court of Appeals.
- Publish Board decisions in the D.C. Register.

Funding by Source

Tables CG0-1 and 2 show the sources of funding and FTEs by fund type for the Public Employee Relations Board.

Table CG0 - 1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	623	624	686	776	90	13.1
Total for General Fund	623	624	686	776	90	13.1
Gross Funds	623	624	686	776	90	13.1

Table CG0 - 2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	4	4	4	5	1	25.0
Total for General Fund	4	4	4	5	1	25.0
Total Proposed FTEs	4	4	4	5	1	25.0

Expenditure by Comptroller

Table CG0 - 3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table CG0 - 3

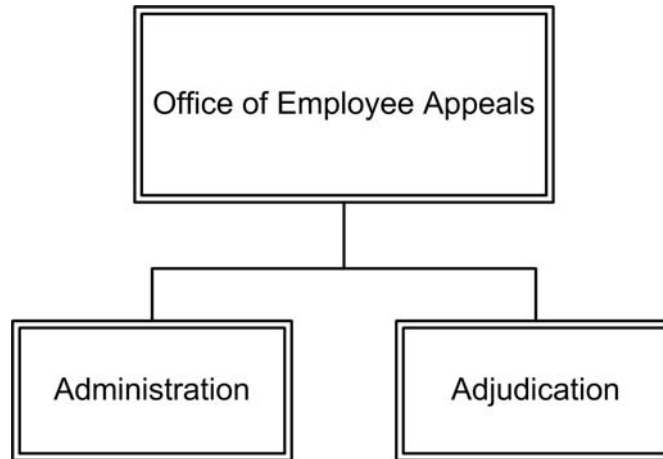
FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	261	267	275	348	72	26.2
13 Additional Gross Pay	0	0	0	1	1	100.0
14 Fringe Benefits - Curr Personnel	47	50	50	68	17	34.4
Subtotal Personal Services (PS)	308	318	326	416	91	27.8
20 Supplies and Materials	5	3	5	5	0	0.0
31 Telephone, Telegraph, Telegram, Etc	3	4	4	5	2	48.3
32 Rentals - Land and Structures	91	99	101	104	3	3.2
34 Security Services	0	2	2	2	0	0.0
40 Other Services and Charges	38	30	12	12	0	0.0
41 Contractual Services - Other	167	170	237	231	-6	-2.3
70 Equipment & Equipment Rental	10	0	0	0	0	0.0
Subtotal Nonpersonal Services (NPS)	315	307	360	361	-1	-0.2
Total Proposed Operating Budget	623	624	686	776	90	13.1

Figure CG0-1

Public Employee Relations Board



Agency Goals and Performance Measures

Goal 1: Foster positive, productive labor-management relations.

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Julio A. Castillo, Executive Director

Supervisor(s): Julio A. Castillo, Executive Director

Measure 1.4: Percentage of compensation impasse resolution cases that meet statutory time targets (e.g., mediation within 30 days, arbitration within 45 days after the panel has been established)

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	100	100	100	100	100
Actual	100	100	-	-	-

Measure 1.1: Percentage of cases decided within 120 days of submission to the Board

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	100	100	80	80	80
Actual	97	100	-	-	-

Measure 1.2: Percentage of decisions transmitted to the D. C. Register for publication within 60 days of issuance

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	100	100	100	100	100
Actual	100	98	-	-	-

Measure 1.3: Percentage of cases appealed to courts in which the Public Employee Relations Board prevailed

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	80	80	75	75	75
Actual	83	100	-	-	-

Office of Employee Appeals

www.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$1,439,207	\$1,500,594	\$1,536,078	2.4
FTEs	12.8	15.0	14.5	-3.3

The mission of the Office of Employee Appeals (OEA) is to render impartial, legally sufficient, timely decisions on appeals filed by District employees who challenge employer decisions concerning adverse actions for cause, reductions in force, performance evaluations, and classification of positions.

OEA was established as part of the 1978 District of Columbia Comprehensive Merit Personnel Act. The hearing board is composed of five members with demonstrated qualifications in the area of personnel management and labor relations. The board is a quasi-judicial body charged with hearing and adjudicating appeals filed by District government employees under the applicable statute and board rules.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Reducing the average time to resolve an appeal.
- Encouraging the use of the informal mediation process to resolve grievances to avoid costly and time-consuming formal litigation.

Funding by Source

Tables CH0-1 and 2 show the sources of funding and FTEs by fund type for the Office of Employee Appeals.

Table CH0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	1,485	1,439	1,501	1,536	35	2.4
Total for General Fund	1,485	1,439	1,501	1,536	35	2.4
Gross Funds	1,485	1,439	1,501	1,536	35	2.4

Table CH0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	14	13	15	15	0	-3.2
Total for General Fund	14	13	15	15	0	-3.2
Total Proposed FTEs	14	13	15	15	0	-3.2

Expenditure by Comptroller Source Group

Table CH0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table CH0-3

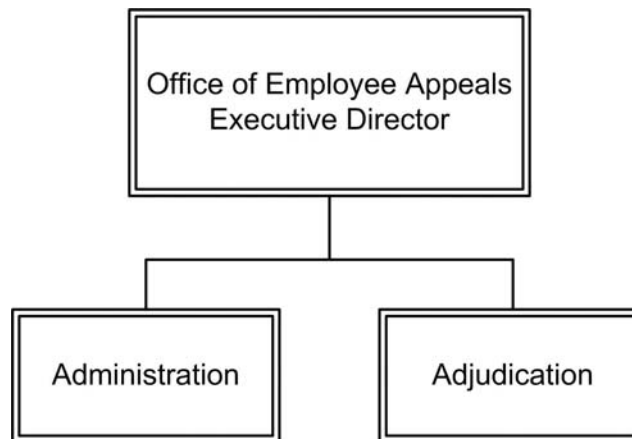
FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	917	857	854	880	26	3.0
12 Regular Pay - Other	38	37	132	106	-26	-19.4
13 Additional Gross Pay	40	0	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	137	131	150	148	-2	-1.2
Subtotal Personal Services (PS)	1,132	1,024	1,135	1,134	-2	-0.2
20 Supplies and Materials	5	6	8	8	0	0.0
31 Telephone, Telegraph, Telegram, Etc	8	8	9	10	1	17.3
32 Rentals - Land and Structures	259	279	285	294	9	3.2
34 Security Services	5	5	6	6	1	10.0
40 Other Services and Charges	25	19	11	18	7	71.3
41 Contractual Services - Other	31	67	48	48	0	0.0
70 Equipment & Equipment Rental	22	31	0	19	19	100.0
Subtotal Nonpersonal Services (NPS)	353	415	365	402	37	10.5
Total Proposed Operating Budget	1,485	1,439	1,501	1,536	35	2.4

Figure CH0-1

Office of Employee Appeals



Gross Funds

The proposed budget is \$1,536,078, an increase of \$35,484 or 2.4 percent from the FY 2004 approved budget of \$1,500,594. There are 14.5 total FTEs for the agency, a decrease of 0.5 FTE or 3.3 percent from the FY 2004 approved budget.

General Fund

Local Funds. The proposed budget is \$1,536,078, an increase of \$35,484 or 2.4 percent from the FY 2004 approved budget of \$1,500,594. There are 14.5 FTEs for the agency, a decrease of 0.5 FTE or 3.3 percent from the FY 2004 approved budget.

Changes from the FY 2004 approved budget are:

- A net decrease of \$1,767 in personal services due to the reduction in the number of FTEs.
- A net increase of \$11,260 in fixed costs. This includes a reduction of \$1,726 in telecommunication expenses due to cost saving measures.
- An increase of \$7,491 in other services and charges to provide stipends for OEA Board Members.
- An increase of \$18,500 in equipment to provide on-site copier services and research capability.

Programs

The Office of Employee Appeals has two program areas:

Program Description

Administration - provides for the day-to-day management of the agency. The executive director is assisted by support staff in performing this function.

Adjudication - provides the agency's core service: hearing and adjudicating appeals filed by District government employees in accordance with the enabling statute and board rules. The OEA hears appeals from District government employees challenging an agency's final decision on: 1) a performance rating resulting in the employee's termination; 2) an adverse action for cause resulting in the employee's termination, reduction in grade, or suspension for 10 days or more; 3) a reduction in force. To conduct this process, the employee is first granted an evidentiary hearing before hearing examiners, resulting in an initial written decision. That decision may be appealed to the OEA Board, whose general counsel then will prepare a written opinion and order. The board's decisions are appealed first to the D.C. Superior Court then to the D.C. Court of Appeals. To reduce the number of time-consuming and expensive appeals, OEA also offers an informal mediation process with all hearing examiners having received mediation training.

Agency Goals and Performance Measures

Goal 1: Reduce the backlog of appeals and issue decisions within 120 work days.

Citywide Strategic Priority Area(s): Making

Government Work

Manager(s): Warren M. Cruise, Esq., Executive Director

Supervisor(s): Warren M. Cruise, Esq., Executive Director

Measure 1.1: Number of initial decisions issued

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	320	200	200	200	225
Actual	320	194	-	-	-

Goal 2: Issue Opinions and Orders on petitions for review.

Citywide Strategic Priority Area(s): Making

Government Work

Manager(s): Sheila Barfield, Esq. General Counsel

Supervisor(s): Sheila Barfield, Esq. General Counsel

Measure 2.1: Number of Opinions and Orders (on petitions for review) issued

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	35	35	35	35	35
Actual	35	35	-	-	-

Goal 3: Encourage employees and agencies to mediate rather than adjudicate or litigate.

Citywide Strategic Priority Area(s): Making

Government Work

Manager(s): Warren M. Cruise, Esq., Executive Director

Supervisor(s): Warren M. Cruise, Esq., Executive Director

Measure 3.1: Number of mediations conducted

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	15	15	40	40	35
Actual	15	35	-	-	-

Note: The agency has increased the target for FY 2006 to 35 mediations based on FY 2003 results. The agency also increased the FY 2004 and 2005 targets to 40 mediations per year given FY 2003 results and available resources.

Metropolitan Washington Council of Governments

www.mwcog.org

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$397,000	\$1,913,150	\$430,000	-77.5
FTEs	0.0	0.0	0.0	0.0

The mission of the Metropolitan Washington Council of Governments (COG) is to enhance the quality of life and competitive advantages of the metropolitan Washington region in the global economy by providing a forum for consensus building and policy making; implementing intergovernmental policies, plans and programs; and supporting the region as an expert information source.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Fostering cooperative relationships among government bodies throughout the metropolitan Washington area.
- Advocating quality of life for all.
- Promoting better air and water quality.
- Decreasing the magnitude of traffic congestion on area roads.

Gross Funds

The proposed budget is \$430,000, representing a decrease of 77.5 percent from the FY 2004 approved budget of \$1,913,150. There are no FTEs for the agency, no change from the FY 2004 approved budget.

General Fund

Local Funds. The proposed budget is \$430,000, representing an increase of \$8,000, or 1.9 percent from the FY 2004 budget of \$422,000. There are no FTEs for the agency, no change from the FY 2004 approved budget. The budget supports the District's general contribution (\$338,000), the non-profit Washington Ear Program (\$49,000), and the Community Development Work Study Program (\$43,000).

Changes from the FY 2004 approved budget are:

- An increase of \$8,000 in Local funds due to an increase in the per capita rate to \$0.58835 from \$0.57456, a 2.4 percent adjustment for the Consumer Price Index for All Urban Consumers.

Funding by Source

Table EA0-1 shows the sources of funding for the Metropolitan Washington Council of Governments.

Table EA0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from 2004	Percent Change
Local Fund	367	397	422	430	8	1.9
Total for General Fund	367	397	422	430	8	1.9
Federal Payments	0	0	1,491	0	-1,491	-100.0
Total for Federal Resources	0	0	1,491	0	-1,491	-100.0
Gross Funds	367	397	1,913	430	-1,483	-77.5

Expenditure by Comptroller Source Group

Table EA0-2 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table EA0-2

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from 2004	Percent Change
50 Subsidies and Transfers	367	397	1,913	430	-1,483	-77.5
Subtotal Nonpersonal Services (NPS)	367	397	1,913	430	-1,483	-77.5
Total Proposed Operating Budget	367	397	1,913	430	-1,483	-77.5

Federal Funds

Federal Payment. The proposed budget is \$0, representing a decrease of \$1,491,000 from the approved FY 2004 budget.

- A decrease of \$1,093,510 in Federal Payments funds to reflect the receipt of Federal Payments in FY 2004 for Foster Care Improvements.
- A decrease of \$397,640 in Federal Payments funds to reflect the receipt of Federal Payments in FY 2004 to increase funds available for low-income housing in the District.

Programs

COG provides an array of services to citizens and area government jurisdictions. COG's major programs fall into the following nine categories.

Transportation Planning

Transportation planning for the Washington area is undertaken cooperatively with the area's local governments and federal, state and regional agencies responsible for funding and implementing highway, bridge, transit and other projects. This process is carried out through the National Capital Region Transportation Planning Board (TPB) at COG. The planning program will update the region's long-range transportation plan and six-year transportation improvement program (TIP) to ensure continued federal support for the District's transportation projects. It will continue to coordinate regional transportation system management and operation activities related to COG's Regional Emergency Coordination Plan, and will continue travel-monitoring activities for the Washington region.

Key initiatives associated with the transportation planning program are:

- Ensuring continued financial support for District highway, bridge and transit programs through the Transportation Equity Act for the 21st Century and the Clean Air Act Amendments.
- The TIP for FY 2004 includes more than \$300 million for District highways and bridges, about \$80 million for bus and rail transit improvements, and more than \$15 million for ridesharing, bicycle and pedestrian improvements.

Commuter Connections

Commuter Connections is a comprehensive transportation demand management program that is implemented regionally to alleviate road congestion and reduce vehicle emissions. The program is coordinated through the TPB. Programs include ride matching services, employer outreach, telecommuting programs, integrated ride-share technical services and information kiosks, and mass marketing promotions of transportation alternatives to driving alone.

Key initiatives associated with the Commuter Connections program are:

- Marketing of three InfoExpress traveler information kiosks located at Union Station, L'Enfant Plaza and the Reeves Center. During FY 2003, there were more than 6,000 users of these three self-serve kiosks in the District.
- Outreach to private sector and non-profit companies located in the District to assist in the implementation and maintenance of commuter benefit programs at the worksite. During FY 2003, more than 430 private sector and non-profit companies were serviced through this program. In addition, staff forged an alliance with D.C. Business Connections to obtain referrals from companies on commuter transportation issues.
- Continuation and promotion of the Guaranteed Ride Home program. During FY 2003, more than 17,600 commuters who lived and work in the District registered for this service.
- Operation of commuter services and ride

matching function. During FY 2003, more than 7,600 District residents and workers registered for ride matching services to form carpools and vanpools, as well as to obtain transit information.

Metropolitan Planning and Economic Development

The Metropolitan Planning and Economic Development program assists local governments in developing the planning databases and tools needed to analyze regional economic and demographic change. The program provides COG member jurisdictions with analysis of current and projected growth trends and their implications for local governments. Additionally, the program provides the TPB with necessary planning policies, data and coordination in its function as the Metropolitan Planning Organization for the Washington region.

A key initiative of the Metropolitan Planning and Economic Development program is:

- In FY 2005, the program will continue to monitor and analyze regional economic and demographic change. The results of these analyses will be published in a series of reports on key regional economic activities. In addition, COG will prepare and analyze forecasts of future growth and development in the metropolitan region. FY 2005 will also see COG continuing to produce several Census 2000 reports and studies, as new Census data are released. Census and other topical reports will provide local officials with sound information for decision-making.

Housing Opportunities and Community Management

The Housing Opportunities and Community Management program covers an array of issues that are important to the policy developments of area local governments and their housing authorities. These issues include collecting, analyzing, and distributing data on the region's housing stock, Section 8 housing, homelessness, housing affordability, concentration of affordable housing, fair housing and neighborhood redevelopment.

A key initiative associated with the Housing Opportunities and Community Management program is:

- Administering the Washington Area Housing Partnership, which promotes affordable housing in the District and the region.

Homeland Security and Public Safety

Public Safety planning services and coordination cover a broad range of issues, including law enforcement, fire safety, emergency preparedness and correction. The Public Safety program seeks to improve the quality of life for Washington area residents by supporting innovative regional policies and programs, developing regional mutual aid agreements, providing cost-effective technical assistance and training to local public safety officials and agencies, and developing public education and prevention measures.

A key initiative associated with the Homeland Security/Public Safety program is:

- Developing and testing the Regional Emergency Coordination Plan that COG and its partners around the region put together in the months following the 9/11 attack on the Pentagon. The plan coordinates the region's local, state and federal emergency plans, including those of the District of Columbia and the Federal Emergency Management Agency and other federal departments.

Health and Human Services

The Health and Human Services program seeks to work with local and state agencies and the region's diverse non-profit community to help meet a variety of human services needs in the areas of substance abuse, public health, family services and intervention, child care, foster care and adoption. In addition to developing studies and compiling data that identify regional needs, COG will focus on improving the quality of life of area residents in several areas. COG will also seek to link appropriate human services activities, such as juvenile crime prevention strategies and child protective services initiatives with those of its Public Safety program to address the underlying causes of family and community violence

that jeopardize area residents, especially the young.

Key initiatives associated with the Health and Human Services program are:

- The continuation of the Wednesday's Child program that enables children in the District's foster care system to find permanent, loving families.
- The development of the region's Child Welfare director's Committee that provides a forum for the District's Child and Family Services Agency director to discuss and problem solve child welfare issues with the other directors in the region.
- A regional data analysis study to determine where the District should target its recruitment efforts for foster and adoptive parents. This analysis is the first step in the development of a larger regional recruitment campaign that will utilize foster and adoptive parents to do recruitment and training.
- The continuation of the Higher Education Scholarship Program, that enables child care providers to receive scholarships to attend college to receive a bachelor's degree in Early Childhood Education.
- A regional Foster and Adoptive Parent Gala to which elected officials and the region's entire public agency foster families are invited. This event illustrates to public officials the important and essential work foster parents do while also making foster families feel honored and appreciated.

Water Resources

COG's Water Resources planning and management programs include Chesapeake Bay and Potomac water quality management policy and technical analysis, support for the restoration of the Anacostia River watershed, storm water management planning and technical analysis, planning to respond to regional droughts and drinking water health issues, public education to promote wise water use, and water related homeland security planning.

COG facilitates development of regional Chesapeake Bay Program policies, seeks funding support for its members; coordinates the development of Potomac and Anacostia River pollu-

tion control strategies, including participation in water quality modeling and coordinating of water quality monitoring programs; develops policies on nutrient control for wastewater plants; provides assistance to the Blue Plains users; advances urban storm water management technologies; examines drinking water and public health issues and policies; coordinates the region's response to droughts; and is implementing a regional wise water use public education program that includes the District of Columbia Water and Sewer Authority (WASA) as a partner.

COG staffs a number of regional water resources policy and technical committees on these issues; the District of Columbia Water and Sewer Authority and Department of Health are active participants. COG's water resources program also includes development and testing of the regional water supply emergency plan, a component of the Regional Emergency Coordination Plan.

A key initiative associated with the Water Resources Program is:

- Working with WASA on regional wastewater management including Chesapeake Bay policy, and water quality modeling and monitoring.

Environmental Resources

The Environmental Resources Program provides support to local government programs in the region that address solid waste management and recycling, energy management, airport noise pollution, pollution prevention, and an alternative fuels public-private partnership. COG manages these programs to increase the opportunities to identify shared impacts and develop consistent responses. COG's solid waste management and energy work program also includes development and testing of the Regional Emergency Coordination Plan for these subject areas.

Key initiatives associated with the Environmental Resources Program are:

- Working with the D.C. Energy Office and Department of Public Works fleet management unit on promotion and implementation of alternatively fueled vehicles to help reduce air pollution and reduce use of foreign oil sources.

- Working with the D.C. Energy Office on regional energy planning.

Air Quality Planning

COG plays a central role in Air Quality Planning for the area. COG provides technical and administrative support to the Metropolitan Washington Air Quality Committee, which is certified to prepare air quality plans for the region. COG also reports the Air Quality Index (AQI), which tracks actual pollution levels on a daily basis throughout the year. During the summer, COG supplements the AQI by coordinating issuance of an air quality forecast for the next day and provides this information to radio, television, and print media. COG's air quality program includes staff support to the COG-chartered public-private partnership, the Clean Air Partners that promotes citizen and business voluntary pollution reduction actions on bad air days. The D.C. Department of Public Works and the D.C. Department of Health participate on the Board of Clean Air Partners.

Key initiatives associated with the Air Quality program are:

- Revising the "severe" area air quality attainment plan for the metropolitan area in response to Environmental Protection Agency requirements. This plan is critical to enabling the region to meet public health standards and obtain federal transportation funding.
- Planning for new, more stringent EPA health standards for ozone starting in mid-2004.

Office of the Attorney General for the District of Columbia

www.occ.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$47,368,884	\$51,766,423	\$62,381,488	20.5
FTEs	454.0	535.0	515.0	-3.7

The mission of the Office of the Attorney General for the District of Columbia (OAG), formerly known as the Office of Corporation Counsel, is to provide both legal services to the District of Columbia government pursuant to its statutory authority and child support services to citizens, under federal, local, and interstate requirements, so that they can achieve their business goals, manage their legal risks and maintain their rights and protections.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- By 2005, OAG will implement a client education/outreach program that reaches 100 percent of client agencies including; client business needs; attorney/Client roles and responsibilities and legal risk management.
- By 2006, OAG will have mutually agreed upon service level plans with a majority of client agencies and will meet or exceed defined planned requirements 80 percent of the time.
- By 2006, OAG will implement a staffing and reorganization plan based on the results of the service level plans above and the recommendations of the Hildebrandt Report.
- By 2006, OAG will have 90 percent of core data accessible electronically in order to enhance timeliness and quality of service delivery and response to information requests.

Funding by Source

Tables CB0-1 and 2 show the sources of funding and FTEs by fund type for the Office of the Attorney General for the District of Columbia.

Table CB0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	40,710	28,360	28,725	28,979	254	0.9
Special Purpose Revenue Fund	1,246	2,584	5,916	14,908	8,992	152.0
Total for General Fund	41,956	30,944	34,641	43,886	9,246	26.7
Federal Payments	0	275	0	0	0	0.0
Federal Grant	12,131	14,663	15,468	16,233	766	5.0
Total for Federal Resources	12,131	14,938	15,468	16,233	766	5.0
Intra-District Fund	1,490	1,487	1,658	2,262	604	36.4
Total for Intra-District Funds	1,490	1,487	1,658	2,262	604	36.4
Gross Funds	55,578	47,369	51,766	62,381	10,615	20.5

Table CB0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	277	272	382	332	-51	-13.2
Special Purpose Revenue Fund	2	2	11	34	23	209.1
Total for General Fund	279	275	393	366	-28	-7.0
Federal Resources						
Federal Payments	0	3	0	0	0	0.0
Federal Grant	152	156	121	121	0	0.0
Total for Federal Resources	152	159	121	121	0	0.0
Intra-District Funds						
Intra-District Fund	24	20	21	29	8	36.2
Total for Intra-District Funds	24	20	21	29	8	36.2
Total Proposed FTEs	455	454	535	515	-20	-3.7

Expenditure by Comptroller Source Group

Table CB0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table CB0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

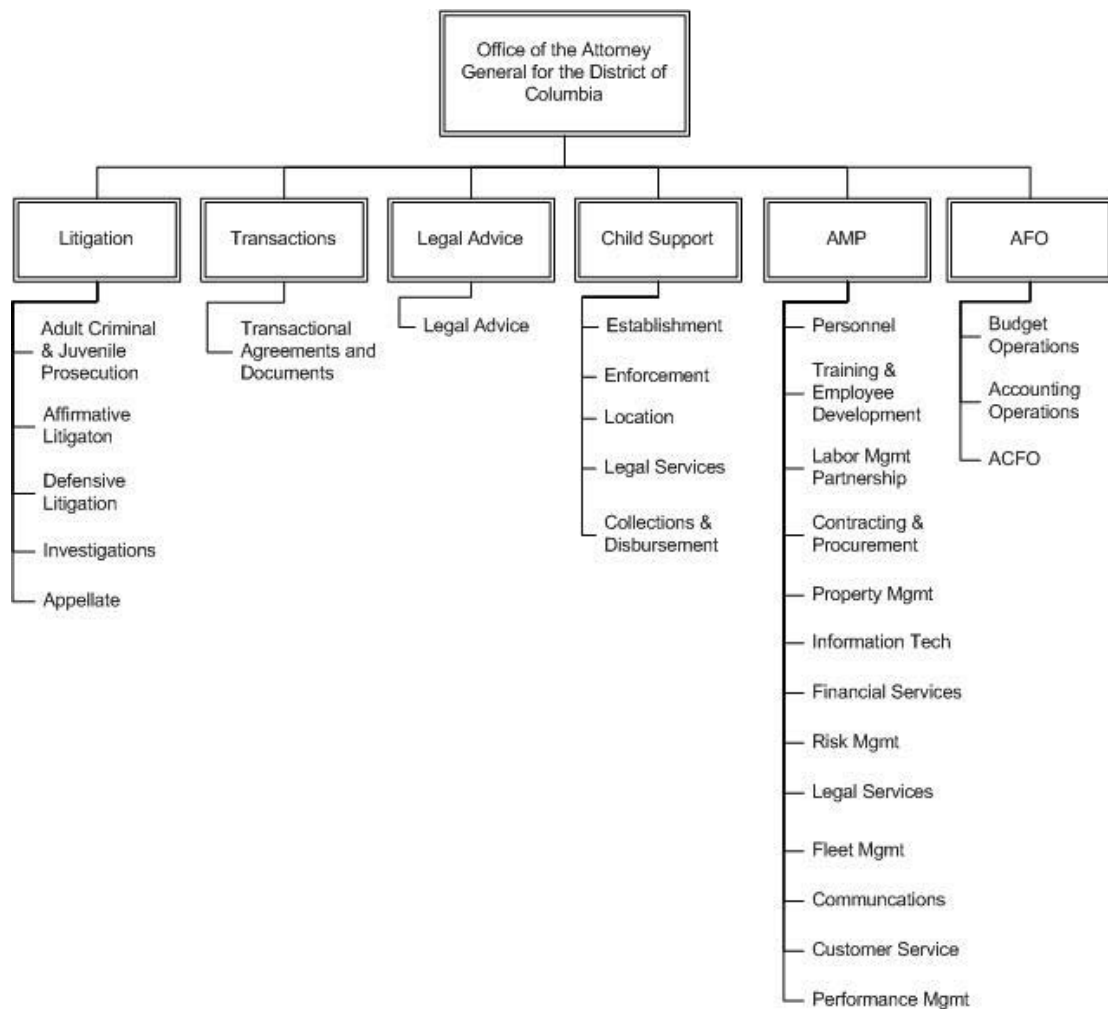
Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	22,210	23,947	23,303	24,373	1,069	4.6
12 Regular Pay - Other	3,716	3,479	5,535	8,140	2,605	47.1
13 Additional Gross Pay	856	136	193	193	0	0.0
14 Fringe Benefits - Curr Personnel	4,375	4,395	4,135	4,872	737	17.8
15 Overtime Pay	64	38	62	62	0	0.0
Subtotal Personal Services (PS)	31,221	31,994	33,229	37,640	4,411	13.3
20 Supplies and Materials	168	172	218	217	-1	-0.5
30 Energy, Comm. and Bldg Rentals	370	355	753	360	-392	-52.1
31 Telephone, Telegraph, Telegram, Etc	353	403	292	407	115	39.3
32 Rentals - Land and Structures	381	110	710	0	-710	-100.0
33 Janitorial Services	188	182	222	224	2	0.8
34 Security Services	289	310	312	298	-14	-4.6
35 Occupancy Fixed Costs	0	0	0	496	496	100.0
40 Other Services and Charges	697	500	717	4,923	4,205	586.2
41 Contractual Services - Other	10,217	10,998	11,726	14,239	2,513	21.4
50 Subsidies and Transfers	856	2,109	3,280	3,280	0	0.0
70 Equipment & Equipment Rental	433	247	306	297	-9	-2.9
91 Expense Not Budgeted Others	10,405	-10	0	0	0	0.0
Subtotal Nonpersonal Services (NPS)	24,357	15,374	18,537	24,741	6,204	33.5
Total Proposed Operating Budget	55,578	47,369	51,766	62,381	10,615	20.5

Expenditure by Program

The Office of the Attorney General for the District of Columbia has the following program structure.

Figure CB0-1

Office of the Attorney General for the District of Columbia



Gross Funds

The proposed budget is \$62,381,488, representing an increase of \$10,615,065 or 20.5 percent from the FY 2004 approved budget of \$51,766,423. There are 514.98 FTEs for the agency, a decrease of 20, or 3.7 percent from the FY 2004 approved budget.

General Fund

Local Funds. The proposed budget is \$28,978,777, representing an increase of \$253,853 or 0.9 percent from the FY 2004 budget of \$28,724,924. There are 331.6 FTEs for the agency, a decrease of 50.6, or 13.2 percent from the FY 2004 approved budget.

Special Purpose Revenue Funds. The proposed budget is \$14,907,706, representing an increase of \$8,991,898 or 152.0 percent from the FY 2004 budget of \$5,915,808. This change is primarily due to cumulative collections for the Temporary Aid to Needy Families (TANF)/Aid to Families with Dependent Children (AFDC) fund in the Child Support Enforcement program. There are 34.0 FTEs for the agency, an increase of 23, or 209.1 percent from the FY 2004 approved budget.

Federal Funds

Federal Grants. The proposed budget is \$16,233,302, representing an increase of \$765,783 or 4.9 percent from the FY 2004 approved budget of \$15,467,519. There are 120.8 FTEs for the agency, no change from FY 2004.

Intra-District Funds

Intra-District Funds. The proposed budget is \$2,261,702, representing an increase of \$603,531 or 36.4 percent from the FY 2004 budget of \$1,658,171. There are 28.6 FTEs for the agency, an increase of 7.60, or 36.2 percent, from FY 2004.

Programs

The Office of the Attorney General for the District of Columbia operates the following programs:

Litigation

	FY 2004	FY 2005
Budget	\$17,170,435	\$17,583,314
FTEs	231.5	205.6

Program Description

The **Litigation** program provides criminal, civil, and administrative litigation services for the government of the District of Columbia and its residents so that their legal rights are protected and enforced. This program has five activities:

- **Adult Criminal and Juvenile Prosecution** - provides prosecution services for the people; consultation and other legal representation

services to the government of the District of Columbia so that the residents of the District of Columbia can experience enhanced safety through the appropriate resolution of cases.

- **Affirmative Litigation** - provides enforcement, protection, representation and advice services to the government of the District of Columbia and residents so that they can enjoy reduced risk of harm, protection of rights and monetary recovery, thereby enhancing achievement of program goals and quality of life.
- **Defensive Litigation** - provides litigation avoidance, representation and advice services to the government of the District of Columbia, its agencies and employees so that they can manage and reduce liability exposure and minimize fiscal and programmatic impact.
- **Investigations** - provides information, evidence and witness location services to enable OAG to access timely, accurate and thorough information to support case management and internal operation decisions.
- **Appellate** - provides appellate services (briefs, substantive motions, appellate court appearances, advice on cases and ethical advice) to the government of the District of Columbia so that its actions are upheld and it is not found liable for damages.

Program Budget Summary

This program has a gross funds increase of \$412,879, or 2.4 percent from the FY 2004 approved budget of \$17,170,435. This includes a Local funds increase of \$335,953, a Special Purpose Revenue funds decrease of \$35,000, and an Intra-District funds increase of \$111,926. These changes are primarily due to known pay raise increases for all activities, reduced Special Purpose Revenue funding in the Adult Criminal and Juvenile Prosecution activity based on certification from the Office of Research and Analysis, and reduced Intra-District funding in the Affirmative Litigation activity. The gross budget supports 205.6 FTEs, a decrease of 25.9 FTEs from the FY 2004 approved level to align the budget with the Schedule A and to remove unfunded positions.

Key Result Measures

Program 1: Litigation

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): David Rubenstein, George Valentine, and Sheila Kaplan

Supervisor(s): Robert Spagnoletti, Attorney General

Measure 1.1: Percent of adult (criminal) cases presented and resolved by OAG action

	Fiscal Year		
	2004	2005	2006
Target	75	75	75
Actual	-	-	-

Measure 1.2: Percent of appropriately presented juveniles receiving rehabilitation services

	Fiscal Year		
	2004	2005	2006
Target	80	80	80
Actual	-	-	-

Measure 1.3: Percent of affirmative cases successfully litigated

	Fiscal Year		
	2004	2005	2006
Target	90	75	-
Actual	-	-	-

Measure 1.4: Percent of defensive cases successfully litigated

	Fiscal Year		
	2004	2005	2006
Target	90	75	-
Actual	-	-	-

Measure 1.5: Percent of investigative reports meeting quality assurance standards

	Fiscal Year		
	2004	2005	2006
Target	90	90	90
Actual	-	-	-

Measure 1.6: Percent change in Torts litigation costs

	Fiscal Year		
	2004	2005	2006
Target	2	2	2
Actual	-	-	-

Transactions

	FY 2004	FY 2005
Budget	\$2,069,033	\$2,391,677
FTEs	28.6	31.2

Program Description

The **Transactions** program provides procurement, real property and financial legal services to the government of the District of Columbia so that it can obtain better contract terms and implement and maintain legally defensible government programs. **Transactional Agreements and Documents** is the sole activity for the program.

Program Budget Summary

This program has a gross funds increase of \$322,644, or 15.6 percent from the FY 2004 approved budget of \$2,069,033. This includes a Local funds increase of \$21,630 and an Intra-District funds increase of \$301,014. This change is primarily due to additional Intra-District agreements/funding to support the Transactions activity. The gross budget supports 31.2 FTEs, an increase of 2.6 FTEs from the FY 2004 approved level to align the budget with the Schedule A.

Key Result Measures

Program 2: Transactions

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Charles Barbera

Supervisor(s): Robert Spagnoletti, Attorney General

Measure 2.1: Percent of the transactional agreements and documents completed within-agreed upon time frames

	Fiscal Year		
	2004	2005	2006
Target	90	90	90
Actual	-	-	-

Legal Advice

	FY 2004	FY 2005
Budget	\$3,843,648	\$4,094,826
FTEs	55.2	40.9

Program Description

The **Legal Advice** program provides legal guidance, counseling and legal sufficiency certification services to the government of the District of Columbia and its employees so that they can legally and efficiently accomplish the government's mission while minimizing the risk of adverse legal consequences. **Legal Advice** is the sole activity for this program.

Program Budget Summary

This program has a gross funds increase of \$251,178, or 6.5 percent from the FY 2004 approved budget of \$3,843,648. This includes a Local funds increase of \$60,587 and an Intra-District funds increase of \$190,591. This change is primarily due to known pay raise increases in all funds for the Legal Advice activity. The gross budget supports 40.9 FTEs, a decrease of 14.3 FTEs from the FY 2004 approved level to align the budget with the Schedule A and to remove unfunded positions.

Key Result Measures

Program 3: Legal Advice

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Wayne Witkowski and Charles Barbera

Supervisor(s): Robert Spagnoletti, Attorney General

Measure 3.1: Percent of the requests for legal advice and review completed within agreed-upon time frames

	Fiscal Year		
	2004	2005	2006
Target	90	90	90
Actual	-	-	-

Child Support Enforcement

	FY 2004	FY 2005
Budget	\$22,930,555	\$32,956,488
FTEs	179.2	202.2

Program Description

The **Child Support Enforcement** program provides child support enforcement services for children so that they can receive from their parents the financial and medical support required by law.

This program has five activities:

- **Establishment** - provides intake interview and investigatory services to custodial parents so that they can establish paternity, child support and medical support orders. This activity has \$3,948,891 in gross funds and 29 FTEs.
- **Enforcement** - provides support order enforcement services to Custodial Parents and other legal payees so that they can receive support due under child support orders. This activity has \$4,628,750 in gross funds and 35 FTEs.
- **Location** - provides investigative services to locate Non-Custodial Parents. This activity has \$3,678,603 in gross funds and 27 FTEs.
- **Legal Services** - provides legal advice and support to program managers and staff and to conduct child support litigation. This activity has \$5,560,938 in gross funds and 41 FTEs.
 - Per the requirements of the FY 2005 Budget Submission Requirements Resolution of 2004 (R15-384), the proposed budget for the following service is as follows:
 - Establishment of Paternity and Support and Enforcement of Support Orders - This service provides litigation, dispute resolutions, writs of attachment, genetic test schedulings, service of summons, writs, and investigations. The gross budget totals \$4,154,574, including \$246,574 in personal services and \$3,908,000 in nonpersonal services. It includes 31.0 FTEs.

- **Collection and Disbursement** - provides accounting services to Child Support Enforcement so that payees receive the correct amount of child support and medical support and that payers receive credit for support paid. This activity has \$15,139,307 in gross funds and 69.2 FTEs.

Program Budget Summary

This program's budget has a gross funds increase of \$10,025,933, or 43.7 percent from the FY 2004 approved budget of \$22,930,555. This includes a Local funds increase of \$253,182, a Federal Grant funds increase of \$745,852, and a Special Purpose Revenue funds increase of \$9,026,898. This change is primarily due to cumulative collections for the TANF/AFDC fund in the Collection and Disbursement activity. These funds have been restricted to support improvement and development in the child support area. The gross budget supports 202.2 FTEs, an increase of 23.0 FTEs from the FY 2004 approved level. The 23.0 FTEs were added to cover the child support collection and disbursement functions transferred from the D.C. Superior Court to the Child Support Enforcement program.

Key Result Measures

Program 4: Child Support

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Benidia Rice

Supervisor(s): Robert Spagnoletti, Attorney General

Measure 4.1: Percent change in support orders established

	Fiscal Year		
	2004	2005	2006
Target	2.5	2.5	2.5
Actual	-	-	-

Measure 4.2: Percent increase in collections on arrears

	Fiscal Year		
	2004	2005	2006
Target	2.5	2.5	2.5
Actual	-	-	-

Measure 4.3: Percent of all notice of hearings successfully served

	Fiscal Year		
	2004	2005	2006
Target	70	70	70
Actual	-	-	-

Measure 4.4: Percent change in collections

	Fiscal Year		
	2004	2005	2006
Target	2.5	2.5	2.5
Actual	-	-	-

Agency Management

	FY 2004	FY 2005
Budget	\$5,752,751	\$4,775,251
FTEs	40.5	27.2

Program Description

The **Agency Management** program provides operational support to the agency so that it has the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

Program Budget Summary

This program has a gross funds decrease of \$977,500, or 17.0 percent from the FY 2004 approved budget of \$5,752,751. This includes a Local funds decrease of \$812,492, and a Federal Grant funds decrease of \$165,007. This change is primarily due to reduced fixed costs in Local funds for the Property Management activity, based on prior year actuals and the transfer of funds from the Financial Management Activity to the Agency Financial Operations Program (AFO). In addition, the agency redirected the remaining Local funds from the Risk Management activity to other programs because all functions associated with risk management were transferred to the Office of Risk Management in FY 2004. The gross budget supports 27.2 FTEs, a decrease of 13.3 FTEs from the FY 2004 approved level to align the FTEs with the Schedule A, to move eight positions to the AFO program, and to remove unfunded positions.

Key Result Measures

Program 5: Agency Management

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Will Lee, Eugene Adams

Supervisor(s): Robert Spagnoletti, Attorney General

Measure 5.1: Dollars saved by agency-based labor management partnership project(s)

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: Although agencies established their initial labor-management partnership projects in FY 2003, very few had cost savings as objectives. Agencies will continue ongoing projects and/or establish new projects by the third quarter of FY 2004. Cost savings will be tracked for this measure for those projects that have cost saving as a key objective

Measure 5.2: Percent variance of estimate to actual expenditure

	Fiscal Year		
	2004	2005	2006
Target	5	5	5
Actual	-	-	-

Measure 5.3: Cost of Risk

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: This measure replaces "Percent reduction of employee lost work-day injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost-of-Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula (1/9/04).

Measure 5.4: Rating of 4-5 on all four telephone service quality criteria:1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression

	Fiscal Year		
	2004	2005	2006
Target	4	4	4
Actual	-	-	-

Measure 5.5: Percent of Key Result Measures achieved

	Fiscal Year		
	2004	2005	2006
Target	70	70	70
Actual	-	-	-

Agency Financial Operations

	FY 2004*	FY 2005
Budget	\$534,038	\$579,932
FTEs	8.0	8.0

Note: FY 2004 program funding levels are presented for comparison purposes only. the Agency financial Operations program did not exist for FY 2004 as it is new for PBB agencies in FY 2005.

Program Description

The purpose of the Agency Financial Operations program is to provide comprehensive and efficient financial management services to and on behalf of District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Financial Operations program can be found in the Strategic Budgeting Chapter.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2005 Operating Appendices volume.

Office of the Inspector General

(District's Recommendation)

www.oig.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$10,887,317	\$11,293,880	\$10,284,262	-8.9
FTEs	97.0	108.0	108.0	0.0

The mission of the Office of the Inspector General (OIG) is set forth by statute in D.C. Code §2-302.08 (a-1) (2001). As the District's watchdog over District government activities, the OIG must act independently to:

- Conduct and supervise investigations, inspections, and fiscal and management audits that relate to the programs and operations of District government departments and agencies, including independent agencies.
- Provide leadership, coordinate and recommend policies for activities designed to promote economy, efficiency, and effectiveness, and prevent and detect corruption, mismanagement, waste, fraud, and abuse in District programs and operations.
- Provide a means to keep the Mayor, Council, and District government department and agency heads fully and currently informed about problems and deficiencies relating to the administration of these programs and operations and the necessity for corrective actions.

The OIG is an executive branch agency within the District of Columbia government. Although the OIG is a subordinate agency under

the administrative control of the Executive Office of the Mayor (EOM), the OIG performs its mission independently. The OIG's authority to investigate, audit and inspect District government operations and programs is facilitated by statutory access to the records and property of other District agencies and employees. In addition, the Inspector General may issue subpoenas for witness testimony and documentation and may seek enforcement of these subpoenas by the Superior Court of the District of Columbia. If evidence of a criminal violation is uncovered, the OIG must refer the matter to the U.S. Department of Justice. If an OIG investigation yields evidence of misconduct that does not rise to the level of criminality, the OIG recommends administrative and/or disciplinary action to the Mayor or an agency head, as appropriate.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Increase the number of investigations completed.
- Increase the number of criminal matters

Funding by Source

Tables AD0-1 and 2 show the sources of funding and FTEs by fund type for the Office of the Inspector General.

Table AD0-1

FY2005 Proposed Operating Budget by, Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	10,581	9,872	10,039	9,041	-998	-9.9
Total for General Fund	10,581	9,872	10,039	9,041	-998	-9.9
Federal Grant	1,038	1,015	1,255	1,243	-12	-0.9
Total for Federal Resources	1,038	1,015	1,255	1,243	-12	-0.9
Gross Funds	11,619	10,887	11,294	10,284	-1,010	-8.9

Table AD0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	89	82	92	96	4	4.3
Total for General Fund	89	82	92	96	4	4.3
Federal Resources						
Federal Grant	13	15	16	12	-4	-25.0
Total for Federal Resources	13	15	16	12	-4	-25.0
Total Proposed FTEs	102	97	108	108	0	0.0

Expenditure by Comptroller Source Group

Table AD0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table AD0-3

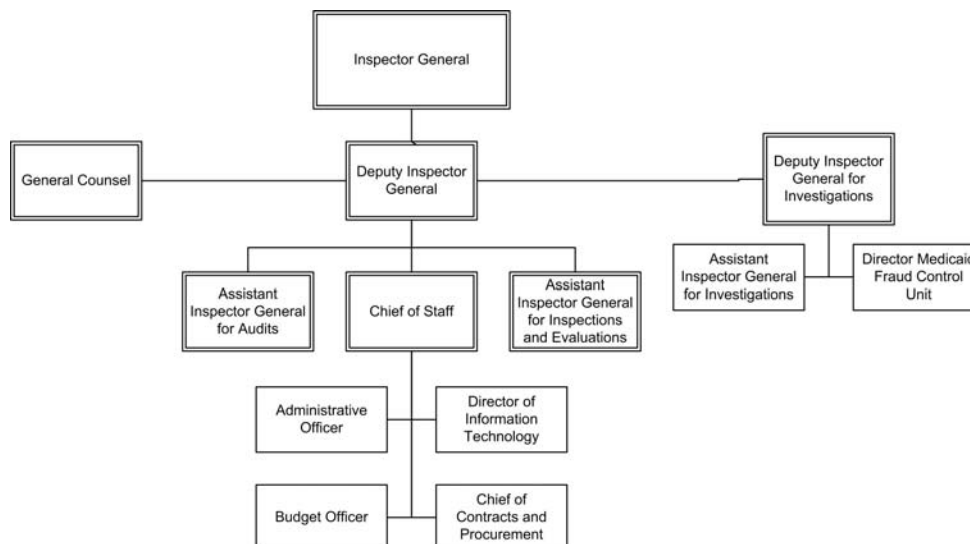
FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	6,410	6,454	7,111	6,367	-745	-10.5
12 Regular Pay - Other	36	4	0	0	0	0.0
13 Additional Gross Pay	228	57	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	1,002	972	1,079	968	-111	-10.3
Subtotal Personal Services (PS)	7,676	7,487	8,191	7,335	-856	-10.5
20 Supplies and Materials	95	39	66	54	-12	-18.2
31 Telephone, Telegraph, Telegram, Etc	113	96	112	121	8	7.4
32 Rentals - Land and Structures	740	821	824	800	-24	-2.9
34 Security Services	10	12	17	18	2	10.0
40 Other Services and Charges	2,666	2,326	1,980	1,865	-114	-5.8
50 Subsidies and Transfers	89	89	89	92	2	2.5
70 Equipment & Equipment Rental	230	17	16	0	-16	N/A
Subtotal Nonpersonal Services (NPS)	3,943	3,400	3,103	2,950	-154	-4.9
Total Proposed Operating Budget	11,619	10,887	11,294	10,284	-1,010	-8.9

Figure AD0-1

Office of the Inspector General



referred to the United State Attorney's Office for prosecutorial consideration.

- Increase the number of District agencies in which audits are conducted.
- Increase the amount of potential monetary benefits due to audits.

Gross Funds

The proposed budget is \$10,284,262, representing a decrease of \$1,009,618 or 8.9 percent from the FY 2004 approved budget of \$11,293,880. There are 108.0 FTEs for the agency, no change from FY 2004.

General Funds

Local Funds. The proposed budget is \$9,040,981, representing a decrease of \$997,982 or 9.9 percent from the FY 2004 budget of \$10,038,963. There are 96.0 FTEs for the agency, an increase of four, or 4.3 percent, from FY 2004. The increase in FTEs is due to positions incorrectly classified as federal.

Changes from the FY 2004 approved budget are:

- A transfer-out of \$1,000,000 from the Office of the Inspector General to a pay-go contingency fund, in order to right-size the agency's budget. Of this amount, \$878,808 is in personal services, \$5,351 is in supplies, \$65,043 is in other services, and \$50,798 is in rent (the agency will reduce its office space). The agency may have these funds restored based on criteria established by the Council.
- A decrease of \$170,110 in regular pay and fringe benefits due to vacancy savings.
- An increase of \$164,283 in regular pay and fringe benefits due to the 2.5 percent pay adjustment for nonunion employees.
- A redirection of \$44,513 from other services, equipment, and supplies to (telephone and rent) based on estimates from the Office of Property Management and the Office of the Chief Technology Officer.
- An increase of \$32,764 in other services for mandatory training requirements for new investigators and auditors.
- A decrease of \$29,890 in other services due to a program reduction.

- An increase of \$15,694 in fixed costs based on estimates from the Office of Property Management, the Office of the Chief Technology Officer.
- A decrease of \$10,723 in telephone for cost-savings initiative.
- A redirection of \$8,952 from other services to personal services for increased personal costs.
- A redirection of \$3,125 from personal services to other services for training and office support.
- A redirection of \$2,864 from security services to other services for printing of the annual OIG report.

Federal Funds

Federal Grants. The proposed budget is \$1,243,281, representing a decrease of \$11,636 or 0.9 percent from the FY 2004 budget of \$1,254,917. There are 12.0 FTEs for the agency, a decrease of four, or 25.0 percent, from FY 2004. The decrease in FTEs is due to Local positions incorrectly classified as federal.

Changes from the FY 2004 approved budget are:

- A redirection of \$22,468 from nonpersonal services to personal services to support increased personnel costs.
- A decrease of \$11,636 in nonpersonal services to align with the available grant funds in FY 2005.
- A redirection of \$308 from other services to personal services to align regular pay with Schedule A.

Programs

The Office of the Inspector General accomplishes its mission through four operating divisions:

- The **Audit Division** is responsible for auditing District organizations, programs, functions, and activities. These audits complement other elements of management evaluations and are aimed at providing reliable and constructive recommendations for improved administration of operations. Audits provide management with an independent appraisal of whether desired results and objectives are achieved efficiently, economically, and in

accordance with prescribed laws, regulations, policies, and procedures.

- The **Inspections and Evaluation Division** is responsible for conducting inspections of District agencies and programs. An OIG inspection is a process that evaluates, reviews, and analyzes the management, programs and activities of a District department or agency in order to provide information and recommendations that will assist managers in improving the operations of an organization, program, policy, or procedure. The objectives of inspections include providing senior managers with an independent source of factual and analytical information about vital operations, measuring performance, assessing efficiency and effectiveness, identifying areas of mismanagement, fraud, waste, and abuse. Agency compliance with the Inspector General's recommendations are subsequently monitored to insure that deficiencies have been addressed.
- The **Investigations Division** is responsible for conducting criminal and administrative investigations into allegations of waste, fraud, and abuse on the part of District government employees and contractors. In addition, the Investigations Division conducts investigations of District government employee conduct alleged to be in violation of the Standards of Conduct.
- The **Medicaid Fraud Control Unit's** (MFCU) enforcement efforts fall into two general categories: a) financial fraud against the Medicaid program; and b) abuse or neglect of patients in Medicaid-funded nursing homes and other institutional settings or board care facilities. Both of these areas entail investigations, litigation, outreach, and legislative components.

Agency Goals and Performance Measures

Goal 1: Promote economy, efficiency, and effectiveness and improve financial management.

Citywide Strategic Priority Area(s): Promoting Economic Development; Making

Government Work

Manager(s): Cheryl Johnson, Deputy AIG for Audits

Supervisor(s): William J. DiVello, AIG for Audits

Measure 1.1: Number of financial and performance audit reports produced on District programs and operations

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	18	24	24	24	24
Actual	31	27	-	-	-

Measure 1.2: Number of management reports produced

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	19	13	14	15	15
Actual	5	10	-	-	-

Measure 1.3: Potential monetary benefits due to audits (millions of \$)

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	32	25	25	25	30
Actual	40.5	48.6	-	-	-

Measure 1.4: Number of District agencies in which audits were conducted

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	18	20	22	22	22
Actual	24	23	-	-	-

Measure 1.5: Percentage of recommendations implemented

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	-	-	85	-
Actual	80	N/A	-	-	-

Note: OIG conducted an audit of District Agencies' Implementation of Audit Recommendations in FY 2002. The audit will be conducted on a triennial basis with the next audit scheduled to be completed in FY 2005.

Goal 2: Abate public corruption and fraud in District agencies.

Citywide Strategic Priority Area(s): Promoting Economic Development; Making Government Work

Manager(s): Alfred Miller, Deputy AIG for Investigations

Supervisor(s): Robert G. Andary, AIG for Investigations

Measure 2.1: Number of investigation reports prepared

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	95	90	95	-	-
Actual	25	18	-	-	-

Note: The number for FY2003 reflects a change in reporting procedures. Investigation reports are no longer prepared where allegations are unsubstantiated. Those cases are closed administratively by memorandum without the issuance of a report. Target numbers will be revised in future years to reflect historic trend and revised reporting procedures (1/9/04).

Measure 2.2: Number of investigation matters received

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	640	450	450	-	-
Actual	451	408	-	-	-

Note: Outside the control of OIG.

Measure 2.3: Number of investigations opened

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	175	180	190	120	120
Actual	162	124	-	-	-

Note: This measure is also outside the control of the OIG in that the number is controlled by the number of investigative matters received and the quality of the allegations received. The actual number for FY 2003 also reflects a greater effort to include new matters in the Investigations Division referral program (see measure 2.5 below) (2/27/04).

Measure 2.4: Number of investigations closed

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	180	185	194	150	150
Actual	299	290	-	-	-

Measure 2.5: Number of matters referred

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	155	160	170	170	170
Actual	143	168	-	-	-

Note: Partially outside the control of OIG (see Measure 2.3 above).

Measure 2.6: Number of referrals closed

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	130	144	153	130	130
Actual	163	127	-	-	-

Measure 2.7: Number of management reports produced, including Management Alert, Fraud Alert, and Management Information Reports

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	18	10	10	-	-
Actual	6	6	-	-	-

Measure 2.8: Number of hotline calls received

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	374	200	200	-	-
Actual	211	133	-	-	-

Note: Outside the control of OIG.

Measure 2.9: Number of criminal convictions

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	16	25	10	10
Actual	16	8	-	-	-

Note: This measure was established in FY 2003 and may have to be adjusted to reflect that cases can take more than a year to result in a conviction, resulting in spikes in years following the initiation of major corruption investigations (1/9/04).

Measure 2.10: Dollar value of fines, recoveries and restitutions (millions of dollars)

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	1.0	1.2	0.5	1
Actual	1.0	0.4	-	-	-

Note: This measure was established in FY2003. The actual figures for FY 2003 do not reflect \$514,000 of FY 2003 restitution that was misreported as FY2002 restitution (see OIG FY 2003 Annual Report page 73) (1/9/04).

Measure 2.11: Number of investigative recommendations

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	-	-	35	-
Actual	N/A	N/A	-	-	-

Note: New measure beginning in FY 2005 (2/27/04).

Measure 2.12: Number of indictments and informations

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	-	-	10	-
Actual	N/A	N/A	-	-	-

Note: This new performance measure reflects the criminal law enforcement responsibility of the Investigation Division (2/27/04).

Goal 3: Promote economy, efficiency, and effectiveness and address high-priority issues.

Citywide Strategic Priority Area(s): Promoting Economic Development; Making Government Work

Manager(s): Robert Isom, Deputy AIG for Inspections and Evaluations

Supervisor(s): Alvin Wright Jr., AIG for Inspections and Evaluations

Measure 3.1: Number of inspections conducted

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	N/A	N/A	4	4
Actual	N/A	N/A	-	-	-

Measure 3.2: Number of inspection reports prepared

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	10	6	6	4	4
Actual	1	8	-	-	-

Measure 3.3: Number of reinspections conducted

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	N/A	N/A	3	3
Actual	1	3	N/A	-	-

Measure 3.4: Number of re-inspection reports prepared

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	N/A	N/A	3	3
Actual	1	3	N/A	-	-

Goal 4: Heighten integrity awareness and fraud deterrence.

Citywide Strategic Priority Area(s): Promoting Economic Development; Making Government Work

Manager(s): TBD, Deputy Director

Supervisor(s): Susan B. Kennedy

Measure 4.1: Number of reports addressing unusual incidents at nursing and group homes including incidents resulting in injury or illness to a ward or resident of a nursing home, community residence facility, or group home for persons with mental retardation

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	600	400	400	400	400
Actual	816	973	-	-	-

Measure 4.2: Number of fraud cases initiated

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	50	30	30	30	30
Actual	30	27	-	-	-

Note: The number of fraud cases initiated is dependent on the number of allegations made, which is outside the control of OIG.

Measure 4.3: Amount of recovered funds including damages assessed, penalties imposed, and overpayments recouped (millions of dollars)

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	1.5	2.5	2.5	2.5	2.5
Actual	0.4	13.2	-	-	-

Note: FY 2001 actual is \$353,017. Although the FY 2002 actual is approximately \$361,000, settlement offers have been received that far exceed the \$1.5 million for FY 2002 and the out year targets as well. The pace of litigation, which cannot be controlled, prevents claiming these settlements until the fiscal year in which they are finalized.

Measure 4.4: Number of division reports issued

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	18	15	15	15	15
Actual	14	13	-	-	-

Note: OIG has reduced the FY 2003-2004 targets from 25 and 30 reports, respectively, to 15 reports each year to reflect historical trends (1/02/03).

Measure 4.5: Number of matters accepted for prosecution

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	10	15	15	15
Actual	6	10	-	-	-

Note: Measure 4.5 is the agency's output in response to the number of referrals, a demand measure.

Measure 4.6: Number of abuse cases initiated

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	20	20	20	20
Actual	18	23	-	-	-

Note: Measure 4.6 is the agency's output in response to the number of reports of abuse, a demand measure.

Office of the Inspector General

(Agency Request) www.oig.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$10,887,317	\$11,293,880	\$11,294,985	0.0
FTEs	97.0	108.0	108.0	0.0

The mission of the Office of the Inspector General (OIG) is set forth by statute in D.C. Code §2-302.08 (a-1) (2001). As the District's watchdog over District government activities, the OIG must act independently to:

- Conduct and supervise investigations, inspections, and fiscal and management audits that relate to the programs and operations of District government departments and agencies, including independent agencies.
- Provide leadership, coordinate and recommend policies for activities designed to promote economy, efficiency, and effectiveness, and prevent and detect corruption, mismanagement, waste, fraud, and abuse in District programs and operations.
- Provide a means to keep the Mayor, Council, and District government department and agency heads fully and currently informed about problems and deficiencies relating to the administration of these programs and operations and the necessity for corrective actions.

The OIG is an executive branch agency within the District of Columbia government. Although the OIG is a subordinate agency under the administrative control of the Executive Office of the Mayor (EOM), the OIG performs its mission independently. The OIG's authority to investigate, audit and inspect District govern-

ment operations and programs is facilitated by statutory access to the records and property of other District agencies and employees. In addition, the Inspector General may issue subpoenas for witness testimony and documentation and may seek enforcement of these subpoenas by the Superior Court of the District of Columbia. If evidence of a criminal violation is uncovered, the OIG must refer the matter to the U.S. Department of Justice. If an OIG investigation yields evidence of misconduct that does not rise to the level of criminality, the OIG recommends administrative and/or disciplinary action to the Mayor or an agency head, as appropriate.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Increase the number of investigations completed.
- Increase the number of criminal matters referred to the United State Attorney's Office for prosecutorial consideration.
- Increase the number of District agencies in which audits are conducted.
- Increase the amount of potential monetary benefits due to audits.

Funding by Source

Tables AD0-1 and 2 show the sources of funding and FTEs by fund type for the Office of the Inspector General.

Table AD0-1

FY2005 Proposed Operating Budget by, Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	10,581	9,872	10,039	10,052	13	0.1
Special Purpose Revenue Fund	0	0	0	0	0	0.0
Total for General Fund	10,581	9,872	10,039	10,052	13	0.1
Federal Grant	1,038	1,015	1,255	1,243	-12	-0.9
Total for Federal Resources	1,038	1,015	1,255	1,243	-12	-0.9
Intra-District Fund	0	0	0	0	0	0.0
Total for Intra-District Funds	0	0	0	0	0	0.0
Gross Funds	11,619	10,887	11,294	11,295	1	0.0

Table AD0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	89	82	92	96	4	4.3
Total for General Fund	89	82	92	96	4	4.3
Federal Resources						
Federal Grant	13	15	16	12	-4	-25.0
Total for Federal Resources	13	15	16	12	-4	-25.0
Total Proposed FTEs	102	97	108	108	0	0.0

Expenditure by Comptroller Source Group

Table AD0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table AD0-3

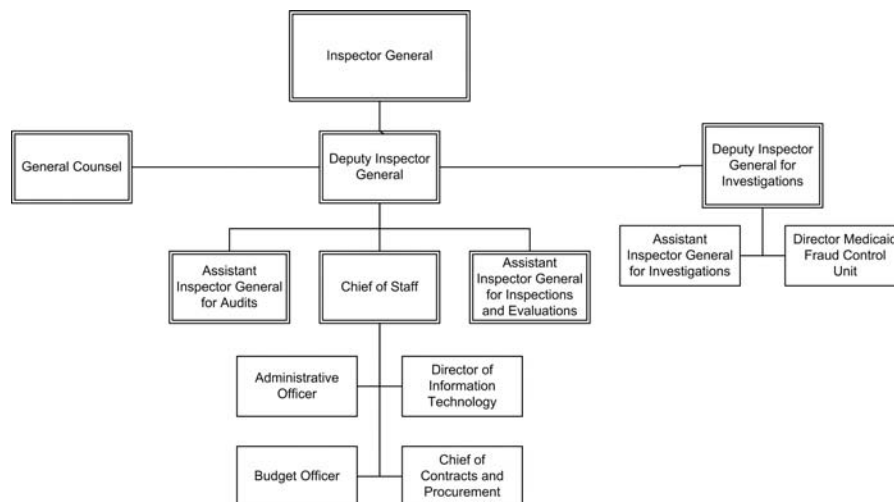
FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	6,410	6,454	7,111	7,118	7	0.09
12 Regular Pay - Other	36	4	0	0	0	0.0
13 Additional Gross Pay	228	57	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	1,002	972	1,079	1,096	17	1.5
Subtotal Personal Services (PS)	7,676	7,487	8,191	8,213	23	0.3
20 Supplies and Materials	95	39	66	59	-7	-10.1
31 Telephone, Telegraph, Telegram, Etc	113	96	112	131	19	16.9
32 Rentals - Land and Structures	740	821	824	851	27	3.2
34 Security Services	10	12	17	18	2	10.0
40 Other Services and Charges	2,666	2,326	1,980	1,931	-49	-2.5
41 Contractual Services - Other	0	0	0	0	0	0.0
50 Subsidies and Transfers	89	89	89	92	2	2.5
70 Equipment & Equipment Rental	230	17	16	0	-16	-100.0
Subtotal Nonpersonal Services (NPS)	3,943	3,400	3,103	3,082	-22	-0.7
Total Proposed Operating Budget	11,619	10,887	11,294	11,295	1	0.0

Figure AD0-1

Office of the Inspector General



Gross Funds

The proposed gross funds budget is \$11,294,985, representing a change of \$1,105 from the FY 2004 approved budget of \$11,293,880. There are 108.0 total FTEs for the agency, no change from FY 2004.

General Funds

Local Funds. The proposed budget is \$10,051,704, representing an increase of \$12,741 or 0.1 percent from the FY 2004 budget of \$10,038,963. There are 96.0 FTEs for the agency, an increase of four, or 4.3 percent, from FY 2004. The increase in FTEs is due to positions incorrectly classified as federal.

Changes from the FY 2004 approved budget are:

- A decrease of \$170,110 in regular pay and fringe benefits due to vacancy savings.
- An increase of \$164,283 in regular pay and fringe benefits due to the 2.5 percent pay adjustment for nonunion employees.
- A redirection of \$44,513 from other services, equipment, and supplies to (telephone and rent based on estimates from the Office of Property Management and the Office of the Chief Technology Officer.
- An increase of \$32,764 in other services for mandatory training requirements for new investigators and auditors.
- A decrease of \$29,890 in other services due to a program reduction.
- An increase of \$15,694 in fixed costs based on estimates from the Office of Property Management and the Office of the Chief Technology Officer.
- A decrease of \$10,723 in telephone for a cost savings initiative.
- A redirection of \$8,952 from other services to personnel services for increased personal costs.
- A redirection of \$3,125 from personal services to other services for training and office support.
- A redirection of \$2,864 from security services to other services for printing of the annual OIG report.

Federal Funds

Federal Grants. The proposed budget is \$1,243,281, representing a decrease of \$11,636 or 0.9 percent from the FY 2004 budget of \$1,254,917. There are 12.0 FTEs for the agency, a decrease of four, or 25.0 percent, from FY 2004. The decrease in FTEs is due to Local positions incorrectly classified as federal.

Changes from the FY 2004 approved budget are:

- A redirection of \$22,468 from nonpersonal services to personal services to support increased personnel costs.
- A decrease of \$11,636 in nonpersonal services to align with the available grant funds in FY 2005.
- A redirection of \$308 from other services to personal services to align regular pay with Schedule A.

Programs

The Office of the Inspector General accomplishes its mission through four operating divisions:

- The **Audit Division** is responsible for auditing District organizations, programs, functions, and activities. These audits complement other elements of management evaluations and are aimed at providing reliable and constructive recommendations for improved administration of operations. Audits provide management with an independent appraisal of whether desired results and objectives are achieved efficiently, economically, and in accordance with prescribed laws, regulations, policies, and procedures.
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efficiency and effectiveness, identifying areas of mismanagement, fraud, waste, and abuse. Agency compliance with the Inspector General's recommendations are subsequently monitored to insure that deficiencies have been addressed.

- The **Investigations Division** is responsible for conducting criminal and administrative investigations into allegations of waste, fraud, and abuse on the part of District government employees and contractors. In addition, the Investigations Division conducts investigations of District government employee conduct alleged to be in violation of the Standards of Conduct.
- The **Medicaid Fraud Control Unit's** (MFCU) enforcement efforts fall into two general categories: a) financial fraud against the Medicaid program; and b) abuse or neglect of patients in Medicaid-funded nursing homes and other institutional settings or board care facilities. Both of these areas entail investigations, litigation, outreach, and legislative components.

Agency Goals and Performance Measures

Goal 1: Promote economy, efficiency, and effectiveness and improve financial management.

Citywide Strategic Priority Area(s): Promoting Economic Development; Making Government Work

Manager(s): Cheryl Johnson, Deputy AIG for Audits

Supervisor(s): William J. DiVello, AIG for Audits

Measure 1.1: Number of financial and performance audit reports produced on District programs and operations

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	18	24	24	24	24
Actual	31	27	-	-	-

Measure 1.2: Number of management reports produced

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	19	13	14	15	15
Actual	5	10	-	-	-

Measure 1.3: Potential monetary benefits due to audits (millions of \$)

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	32	25	25	25	30
Actual	41	48.6	-	-	-

Measure 1.4: Number of District agencies in which audits were conducted

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	18	20	22	22	22
Actual	24	23	-	-	-

Measure 1.5: Percentage of recommendations implemented

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	-	-	85	-
Actual	80	N/A	-	-	-

Note: OIG conducted an audit of District Agencies' Implementation of Audit Recommendations in FY 2002. The audit will be conducted on a triennial basis with the next audit scheduled to be completed in FY 2005.

Goal 2: Abate public corruption and fraud in District agencies.

Citywide Strategic Priority Area(s): Promoting Economic Development; Making Government Work

Manager(s): Alfred Miller, Deputy AIG for Investigations

Supervisor(s): Robert G. Andary, AIG for Investigations

Measure 2.1: Number of investigation reports prepared

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	95	90	95	-	-
Actual	25	18	-	-	-

Note: The number for FY2003 reflects a change in reporting procedures. Investigation reports are no longer prepared where allegations are unsubstantiated. Those cases are closed administratively by memorandum without the issuance of a report. Target numbers will be revised in future years to reflect historic trend and revised reporting procedures (1/9/04).

Measure 2.2: Number of investigation matters received

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	640	450	450	-	-
Actual	451	408	-	-	-

Note: Outside the control of OIG.

Measure 2.3: Number of investigations opened

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	175	180	190	120	120
Actual	162	124	-	-	-

Note: This measure is also outside the control of the OIG in that the number is controlled by the number of investigative matters received and the quality of the allegations received. The actual number for FY 2003 also reflects a greater effort to include new matters in the Investigations Division referral program (see measure 2.5 below) (2/27/04).

Measure 2.4: Number of investigations closed

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	180	185	194	150	150
Actual	299	290	-	-	-

Measure 2.5: Number of matters referred

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	155	160	170	170	170
Actual	143	168	-	-	-

Note: Partially outside the control of OIG (see Measure 2.3 above).

Measure 2.6: Number of referrals closed

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	130	144	153	130	130
Actual	163	127	-	-	-

Measure 2.7: Number of management reports produced, including Management Alert, Fraud Alert, and Management Information Reports

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	18	10	10	-	-
Actual	6	6	-	-	-

Measure 2.8: Number of hotline calls received

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	374	200	200	-	-
Actual	211	133	-	-	-

Note: Outside the control of OIG.

Measure 2.9: Number of criminal convictions

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	16	25	10	10
Actual	16	8	-	-	-

Note: This measure was established in FY 2003 and may have to be adjusted to reflect that cases can take more than a year to result in a conviction, resulting in spikes in years following the initiation of major corruption investigations (1/9/04).

Measure 2.10: Dollar value of fines, recoveries and restitutions (millions of dollars)

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	1.0	1.2	0.5	1
Actual	1.0	0.4	-	-	-

Note: This measure was established in FY2003. The actual figures for FY 2003 do not reflect \$514,000 of FY 2003 restitution that was misreported as FY2002 restitution (see OIG FY 2003 Annual Report page 73) (1/9/04).

Measure 2.11: Number of investigative recommendations

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	-	-	35	-
Actual	N/A	N/A	-	-	-

Note: New measure beginning in FY 2005 (2/27/04).

Measure 2.12: Number of indictments and informations

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	-	-	10	-
Actual	N/A	N/A	-	-	-

Note: This new performance measure reflects the criminal law enforcement responsibility of the Investigation Division (2/27/04).

Goal 3: Promote economy, efficiency, and effectiveness and address high-priority issues.

Citywide Strategic Priority Area(s): Promoting Economic Development; Making Government Work

Manager(s): Robert Isom, Deputy AIG for Inspections and Evaluations

Supervisor(s): Alvin Wright Jr., AIG for Inspections and Evaluations

Measure 3.1: Number of inspections conducted

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	N/A	N/A	4	4
Actual	N/A	N/A	-	-	-

Measure 3.2: Number of inspection reports prepared

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	10	6	6	4	4
Actual	1	8	-	-	-

Measure 3.3: Number of reinspections conducted

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	N/A	N/A	3	3
Actual	1	3	N/A	-	-

Measure 3.4: Number of reinspection reports prepared

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	N/A	N/A	3	3
Actual	1	3	N/A	-	-

Goal 4: Heighten integrity awareness and fraud deterrence.

Citywide Strategic Priority Area(s): Promoting Economic Development; Making Government Work

Manager(s): TBD, Deputy Director

Supervisor(s): Susan B. Kennedy

Measure 4.1: Number of reports addressing unusual incidents at nursing and group homes including incidents resulting in injury or illness to a ward or resident of a nursing home, community residence facility, or group home for persons with mental retardation

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	600	400	400	400	400
Actual	816	973	-	-	-

Measure 4.2: Number of fraud cases initiated

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	50	30	30	30	30
Actual	30	27	-	-	-

Note: The number of fraud cases initiated is dependent on the number of allegations made, which is outside the control of OIG.

Measure 4.3: Amount of recovered funds including damages assessed, penalties imposed, and overpayments recouped (millions of dollars)

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	1.5	2.5	2.5	2.5	2.5
Actual	0.4	13.2	-	-	-

Note: FY 2001 actual is \$353,017. Although the FY 2002 actual is approximately \$361,000, settlement offers have been received that far exceed the \$1.5 million for FY 2002 and the out year targets as well. The pace of litigation, which cannot be controlled, prevents claiming these settlements until the fiscal year in which they are finalized.

Measure 4.4: Number of division reports issued

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	18	15	15	15	15
Actual	14	13	-	-	-

Note: OIG has reduced the FY 2003-2004 targets from 25 and 30 reports, respectively, to 15 reports each year to reflect historical trends (1/02/03).

Measure 4.5: Number of matters accepted for prosecution

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	10	15	15	15
Actual	6	10	-	-	-

Note: Measure 4.5 is the agency's output in response to the number of referrals, a demand measure.

Measure 4.6: Number of abuse cases initiated

	Fiscal Year				
	2002	2003	2004	2005	2006
Target	N/A	20	20	20	20
Actual	18	23	-	-	-

Note: Measure 4.6 is the agency's output in response to the number of reports of abuse, a demand measure.

Office of the Chief Financial Officer

www.cfo.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$88,858,138	\$88,815,000	\$106,954,455	20.4
FTEs	895.3	930.0	965	3.8

The mission of the Office of the Chief Financial Officer (OCFO) is to provide financial management services to the government and the people of the District of Columbia to sustain long-term fiscal and economic viability.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Ensure that District spending remains within approved budgets and/or available revenues for the fiscal year so that no spending deficits occur.
- Maintain adequate cash balances, minimize receivables balances, increase the tax base and other income sources, limit new debt to 15.0 percent of outstanding debt, and remain within a maximum debt service ratio of 12.0 percent of local revenues to improve the District's bond rating and lower the cost of borrowed capital.
- Transition the District's budget and financial plan entirely to Performance-Based Budgeting (PBB).
- Improve tax compliance by increasing collections from the accounts receivable balance and the non-filer population, as measured by revenues from research referrals.
- Improve customer service by increasing the number of taxpayers filing electronically, reducing customer wait time in telephone and walk-in centers, and improving cus-

tomers access levels in the phone center, as measured by the rate of abandoned calls.

- Develop and implement a plan by program area and provide analysis to support the District's efforts to redress the structural imbalance.
- Develop and support financial systems budget, payroll. "Develop and support financial systems that provide accurate and timely information, including budget, payroll, CFOSource (online financial reports), System of Accounting and Reporting (SOAR), Integrated Tax System (ITS), and Executive Information System (EIS)."
- Produce the District's Comprehensive Annual Financial Report on time with an unqualified, "clean" opinion.
- Develop a highly skilled and professional workforce as measured through 100 percent compliance and execution of Individual Development Plans by FY 2005. Plans should reflect specific milestones and targets for activities supporting employee growth (training, seminars, cross-training activities, and self help material).

Funding by Source

Tables AT0-1 and 2 show the sources of funding and FTEs by fund type for the Office of the Chief Financial Officer.

Table AT0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	72,989	74,099	72,794	93,211	20,417	28.0
Special Purpose Revenue Fund	7,552	5,822	8,645	9,180	535	6.2
Total for General Fund	80,542	79,921	81,439	102,391	20,952	25.7
Federal Payments	50	311	199	0	-199	-100.0
Federal Grant	654	1,018	932	932	0	0.0
Total for Federal Resources	704	1,329	1,131	932	-199	-17.6
Intra-District Fund	7,352	7,608	6,245	3,631	-2,614	-41.9
Total for Intra-District Funds	7,352	7,608	6,245	3,631	-2,614	-41.9
Gross Funds	88,598	88,858	88,815	106,954	18,139	20.4

Table AT0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	864	804	811	885	74	9.1
Special Purpose Revenue Fund	37	16	23	28	5	21.7
Total for General Fund	901	820	834	913	79	9.5
Federal Resources						
Federal Grant	0	0	3	3	0	0.0
Total for Federal Resources	0	0	3	3	0	0.0
Intra-District Funds						
Intra-District Fund	133	75	93	49	-44	-47.3
Total for Intra-District Funds	133	75	93	49	-44	-47.3
Total Proposed FTEs	1,035	895	930	965	35	3.8

Expenditure by Comptroller Source Group

Table AT0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table AT0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	48,482	48,712	45,227	54,950	9,722	21.5
12 Regular Pay - Other	1,504	2,091	1,913	1,445	-468	-24.4
13 Additional Gross Pay	0	668	566	563	-4	-0.6
14 Fringe Benefits - Curr Personnel	8,544	8,858	8,433	9,367	934	11.1
15 Overtime Pay	653	180	386	389	3	0.8
Subtotal Personal Services (PS)	59,184	60,510	56,525	66,714	10,189	18.0
20 Supplies and Materials	581	572	764	770	6	0.7
30 Energy, Comm. and Bldg Rentals	521	356	448	476	28	6.1
31 Telephone, Telegraph, Telegram, Etc	825	870	867	783	-84	-9.6
32 Rentals - Land and Structures	7,110	7,318	8,209	7,951	-259	-3.2
33 Janitorial Services	179	137	190	204	15	7.7
34 Security Services	684	766	782	869	86	11.0
35 Occupancy Fixed Costs	0	0	0	381	381	100.0
40 Other Services and Charges	5,536	5,644	6,263	7,556	1,293	20.6
41 Contractual Services - Other	11,166	11,583	13,239	19,632	6,393	48.3
50 Subsidies and Transfers	2,227	109	145	110	-35	-24.1
70 Equipment & Equipment Rental	585	993	1,382	1,509	127	9.2
Subtotal Nonpersonal Services (NPS)	29,414	28,348	32,290	40,240	7,951	24.6
Total Proposed Operating Budget	88,598	88,858	88,815	106,954	18,139	20.4

Gross Funds

The proposed budget is \$106,954,455, representing a change of 20.4 percent over the FY 2004 approved budget of \$88,815,000. There are 965.0 total FTEs for the agency, an increase of 35 or 3.8 percent, from the FY 2004 approved budget.

General Funds

Local Funds. The proposed budget is \$93,210,979, which represents a net increase of \$20,417,001 over the FY 2004 approved budget. The increase is primarily due to the conversion of capital projects to operating such as \$3,918,449 for the Integrated Tax System, \$4,696,482 for the Payroll System, and \$838,025 for the Budget Support System. The personal services budget increased by \$3,373,631 for the 2.5 percent pay raise for nonunion employees and by \$2,353,807 to fund existing FTEs. Other sources for the increase in gross funds include: \$775,602 for contract costs to administer the Temporary Assistance for Needy Families (TANF) and food stamp programs; \$4,189,360 to increase tax compliance efforts; \$3,391,154 due to the conversion of Indirect Cost Recovery (IDCR) to Local, and; \$280,491 for net fixed costs adjustments. These increases were partially offset by cost saving reductions totaling \$3,400,000 which includes: \$1,000,000 transferred out to Pay-Go capital, \$50,000 transferred out to the Office of Administrative Hearings (including 1.0 FTE), \$250,000 due to the elimination of the health provider tax, and \$2,100,000 for agency-wide program reductions. There are 885 FTEs funded by local sources, which represents an increase of 74.0 FTEs from the FY 2004 approved budget. The large increase in FTEs is due to tax compliance initiatives (56 FTEs) and the conversion of 42 IDCR-funded positions to local funding. These increases are partially offset by program reductions.

Special Purpose Revenue Funds. The proposed Special Purpose Revenue funds budget is \$9,180,000 an increase of \$535,000 from the FY 2004 approved budget. This increase is primarily

ly due to revised revenue certification for the unclaimed property program. There are 28.0 FTEs funded by Special Purpose Revenue sources, an increase of 5.0 FTEs over FY 2004.

Federal Grant Funds. The proposed budget is \$932,000, which represents no change from the FY 2004 approved budget. The source of Federal funding for FY 2005 is the Electronic Benefits Transfer Grant, which supports the Electronic Benefits Transfer program. There are 3.0 FTEs funded by Federal sources, which represents no change from the FY 2004 approved budget.

Intra-District Funds

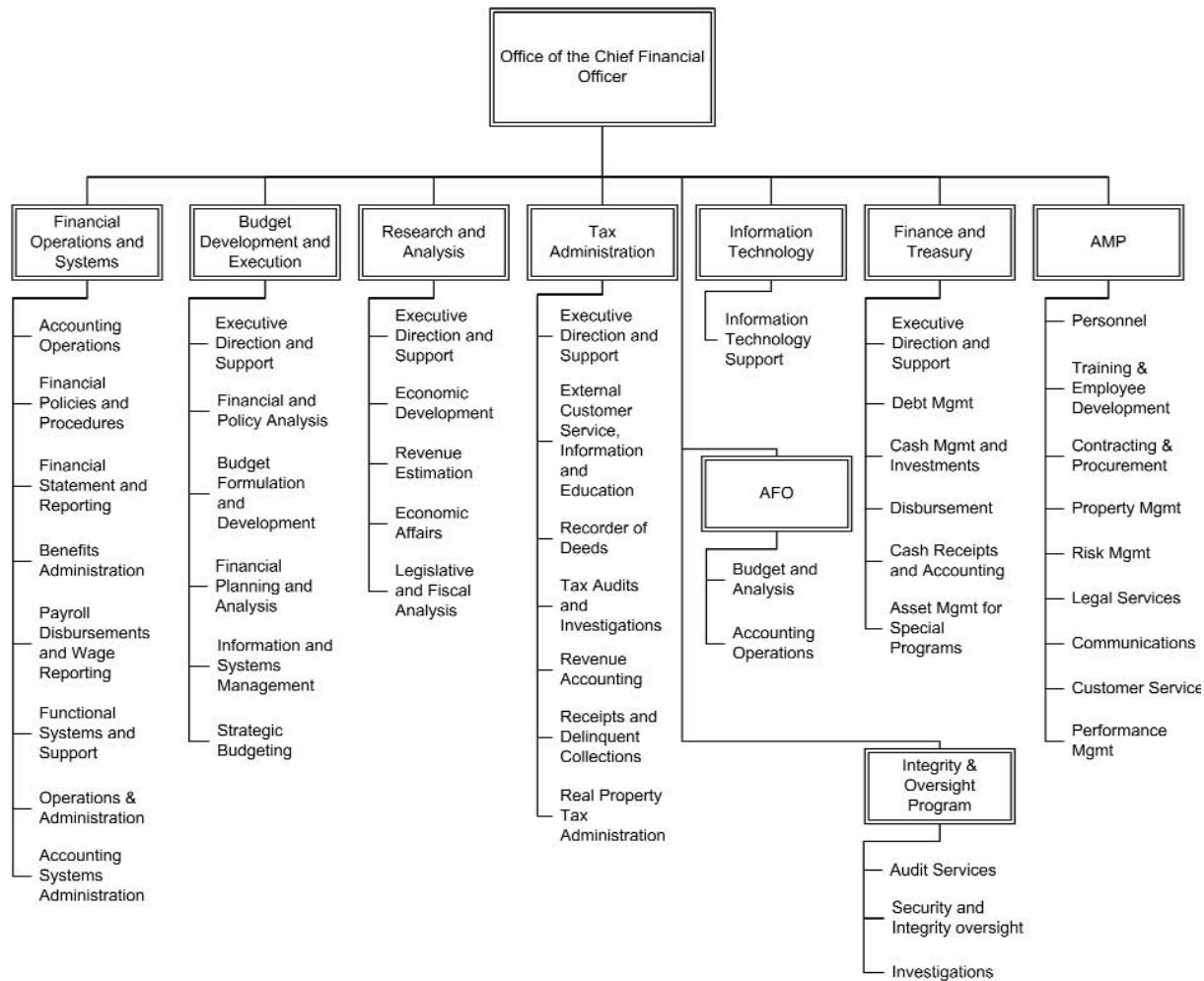
The proposed budget is \$3,631,476, which represents a decrease of \$2,613,726 from the FY 2004 approved budget. There are 49.0 FTEs funded by Intra-District sources, a decrease of 44.0 FTEs from the FY 2004 approved FTE level. FTEs (42.0) funded through Indirect Cost Recovery (IDCR) were transferred to the Local budget. The remaining FTEs were transferred out of the OCFO as a result of the transfer of the Competitive Services Grants unit out of the OCFO. Intra-District funds will be used to support various programs and initiatives such as cashier services, disbursing services and armored car services.

Expenditure by Program

This funding is budgeted by program and the Office of the Chief Financial Officer has the following program structure.

Figure AT0-1

Office of the Chief Financial Officer



Programs

The Office of the Chief Financial Officer is committed to the following programs:

Financial Operations and Systems

	FY 2004	FY 2005
Budget	\$11,848,737	\$12,915,095
FTEs	134.0	134.0

Program Description

The **Financial Operations and Systems** program is responsible for the District's accounting operations, including critical functions such as District-wide general ledger accounting, financial reporting, and pay/retirement services. The program is responsible for producing the Comprehensive Annual Financial Report (CAFR), which presents the District's financial position at the end of each fiscal year. The program also is responsible for developing accounting policies and procedures that support the automated SOAR, the District's formal "books of record" as well as policies and procedures for multiple payroll systems. Throughout the myriad functions of the program and its activities, the current financial position of the District can be ascertained by local District elected and appointed leaders, as well as by District agencies. Related training, expertise and assistance on SOAR are available, for the OCFO central cluster employees and agency financial staff. Services such as annuity payments, benefits administration, retirement statements, to name a few, are provided to former and retired District employees. Finally, a record of compensation and related payments for current District employees are provided so that each employee receives an accurate and timely paycheck.

Key activities associated with the Financial Operations and Systems program are:

- **Financial Policy and Procedures** - provides recorded references for standard government accounting practices (policies and theories) and guides for operation (procedures and process flows) for the District daily accounting function and the supporting automated system of record, to ensure that accounting

and financial managers and their staff have the information required to do their job.

- **Accounting Systems Management/Functional Integration Team** - provides related training, expertise and assistance on the automated accounting system, coupled with generally accepted accounting principles, for the central OCFO cluster employees and agency financial staff so that they can improve performance of daily recording of accounting transactions and reporting of financial position within their agencies/activities.
- **Financial Control and Reporting** - provides statements of financial position for the Mayor, Council of the District of Columbia, U.S. Congress, District Managers, rating agencies and the general public so that they can make informed decisions based on timely and accurate financial information.
- **Benefits Administration** - provides annuity payments and related benefits for former and retired District employees so that they receive accurate and timely pension refunds, annuity checks and retirement statements.
- **Payroll Disbursements and Wage Reporting** - provides a record of compensation and related payments for District employees so that they receive an accurate and timely paycheck.
- **Accounting Operations** - provides District-wide General Ledger accounting in order to maintain the official "automated book of record" on which the current financial position of the District can be ascertained by local District elected and appointed leaders, United States Congress, District agencies (directors, financial managers, and employees), public and private financial communities and the general public. Timely and accurate information on the District's financial position facilitates decision making by all parties.
- **Operations and Administration** - provides leadership, general program management, personnel, procurement, automated accounting system access security, fixed asset accountability and other logistical support services to OFOS' staff, so that they can pro-

vide general accounting services, specialized accounting systems management, payroll, financial reporting, accounting policies and procedures, and benefits administration for employees, agencies, and District leaders for their utilization in decision making. Additionally, this activity provides citizens with financial information so that they can keep abreast of the District's financial position.

- **Accounting Systems Administration** - provides SOAR "help desk" support, maintains centrally controlled SOAR profiles, monitors the general ledger balances and activities recorded in SOAR, prepares the roll forward to the new fiscal year, maintains closing instructions/forms, conducts SOAR closing workshops as required, performs financial analysis in support of the CAFR balances, and develops the District's central services cost allocation plan.

Program Budget Summary

This program has a gross funds increase of \$1,066,358, or 9.0 percent over the FY 2004 approved budget of \$11,848,737. This includes a Local funds increase of \$1,759,417, a Special Purpose Revenue decrease of \$20,000, and an Intra-District funds decrease of \$673,059. The change in Local funds is primarily due to an increase of \$1,128,856 to support the 2.5 percent pay raise for nonunion employees and re-unionization of the agency, \$196,550 for increased operating costs to projects formerly funded by capital, an increase of \$582,059 due to the conversion of Indirect Cost Recovery to Local funds, a net decrease of \$101,548 for fixed costs adjustments, and a decrease of \$46,500 in other cost saving measures. The net decrease of \$20,000 in Special Purpose Revenue funds is due to program savings in supplies, materials, and other services and charges. The decrease of \$673,059 in Intra-District funds is due to the conversion of Indirect Cost Recovery totaling \$582,059 to Local funds, and \$91,000 in program savings for supplies, materials, and other services and charges.

Key Result Measures

Program 1: Financial Operations and Systems

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Anthony F. Pompa, Deputy Chief Financial Officer, Financial Operations and Systems

Supervisor(s): Dr. Natwar M. Gandhi, Chief Financial Officer

Measure 1.1: Percent of paychecks accurately prepared and distributed within payroll system

	Fiscal Year			
	2003	2004	2005	2006
Target	-	-	-	99
Actual	-	-	-	-

Note: New measure at agency request (5/04). FY 2006 target TBD.

Measure 1.2: Percent of monthly closing completed within 10 days

	Fiscal Year			
	2003	2004	2005	2006
Target	-	-	100	100
Actual	-	N/A	-	-

Note: New measure at agency request (5/04).

Budget Development and Execution

	FY 2004	FY 2005
Budget	\$4,911,487	\$5,543,121
FTEs	62.0	62.0

Program Description

The Budget Development and Execution (BDE) program prepares, monitors, analyzes and executes the District government's budget, including operating, capital and enterprise funds, in a manner that facilitates fiscal integrity and maximizes services to taxpayers. The BDE also provides advice to policy makers on the District government's budget and has primary responsibility for expenditure forecasts. The program has responsibility for providing leadership and facilitating the development of such innovative budgeting practices as PBB to improve the quality of the District government's budgeting processes, activities, and documents. Lastly, this program contributes to District-wide management reform efforts, including the Administrative Services

Modernization Project (ASMP), the pay-scale consolidation activities Anti-Deficiency Act, and performance management.

This program has six activities:

- **Executive Direction and Support** - provides general program management, leadership, technical assistance, and support services to the BDE staff and other District government personnel, so that they can provide financial planning, budgetary, performance and cost analysis for decision makers so that they can make effective decisions and achieve strategic goals. It also provides citizens with information so that they may be informed on financial issues.
- **Information and Systems Management** - provides technology and information support to OBP staff so that they may accurately assess agency budgetary information.
- **Budget Formulation and Development** - provides financial and budgetary services to the Mayor and Council so that they can have timely and accurate information to make informed decisions regarding allocating District resources against policy priorities.
- **Financial Planning and Analysis** - provides monitoring and reporting services to the Mayor, Council, District agencies, and Congress so that they can have financial information to make informed decisions about the budget. Financial and Policy Analysis formulates and develops the annual budget, and provides financial policy documentation and analysis service, as well as information for the Executive Office of the Mayor (EOM), Council, OCFO, District agencies, and Congress so that they can maintain fiscal integrity and accountability, support effective decision-making, and receive timely responses to their inquiries.
- **Strategic Budgeting** - provides continual improvement on how the District presents its budgetary, financial, performance, and benchmark information to stakeholders so that they can make informed management decisions about budgetary allocations.
- **Financial and Policy Analysis** - program formulates and develops the annual budget, and provides financial policy documentation and

analysis, as well as information for the EOM, Council, District agencies, and Congress so that they can maintain fiscal integrity and accountability, support effective decision making, and receive timely responses to their inquiries.

Key initiatives associated with the BDE program are:

- Implement Phase four of PBB, enabling District agencies to develop their budgets around programs and results. The program facilitates agency business planning, resulting in identified programs and activities aligned with the citywide strategic plan. Agency budgets, in turn, are reformulated around a program structure so that the relationship between programs, funding, and results is more readily apparent.
- Begin benchmarking District programs for efficiency and effectiveness. Conduct performance comparisons over time and externally with other jurisdictions for the purpose of determining how well District programs operate with the goal of informing stakeholders so that they can make more informed resource allocation decisions.
- Develop a new District-wide budget system for formulating, executing, and analyzing the District's resources in conjunction with its performance. The goal of this initiative is to provide more timely and accurate financial information so that District managers are able to make more informed decisions about program resource allocations.

Program Budget Summary

This program has a gross fund net increase of \$631,634, or 122.9 percent over the FY 2004 approved budget of \$4,911,487. This includes a Local Funds increase of \$2,251,705, and an Intra-District funds decrease of \$1,620,071. The increase in Local funds of \$274,404 is due to support a 2.5 percent pay raise for nonunion employees and re-unionization of the agency, an increase of \$615,475 of operating costs to projects formerly funded by capital, and an increase of \$1,361,826 due to a conversion of Indirect Cost Recovery to Local funds. The program sup-

ports 62.0 FTEs, no change from the FY 2004 approved level.

Key Result Measures

Program 2: Budget Development and Execution

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Bert Molina, Deputy Chief Financial Officer, Office of Budget and Planning

Supervisor(s): Dr. Natwar M. Gandhi, Chief Financial Officer

Measure 2.1: Percent of agencies preparing performance-based budgets for the following year

	2003	2004	Fiscal Year	
			2005	2006
Target	27	50	70	70
Actual		34	-	-

Note: This KRM has been changed from a number to a percent. (4/04)

Measure 2.2: Percent of agencies that reprogram more than 10 percent of budget

	2003	2004	Fiscal Year	
			2005	2006
Target	-	8	5	3
Actual		N/A	-	-

Measure 2.3: Percent of agencies with spending pressures that are resolved by sources external to the agency

	2003	2004	Fiscal Year	
			2005	2006
Target	-	5	5	4
Actual		n/a	-	-

Measure 2.4: Percent of awarded grant funds lost due to lapse of grant

	2003	2004	Fiscal Year	
			2005	2006
Target	1	1	1	1
Actual		n/a	-	-

Research and Analysis

	FY 2004	FY 2005
Budget	\$3,233,584	\$2,635,941
FTEs	33.0	24.0

Program Description

The Research and Analysis program is responsible for: 1) revenue estimation and revenue policy

analysis; and, 2) analysis supporting economic development. Services included within this program area are: analysis of all revenue sources and development of revenue projections; development of fiscal impact statements for legislation; economic analysis and research in support of revenue estimation and special studies such as the bi-annual Tax Expenditure Study Revenue Analysis is responsible for the revenue estimation and certification component of the budget, including revenue from taxes, and all other sources. This program has five activities:

- **Executive Direction and Support** - provides general program management, leadership, technical assistance, and support services to staff, so that they can provide research and analytical services on revenue and economic data and analysis of fiscal and administrative impacts to decision-makers.
- **Revenue Estimation** - provides economic and revenue data and analysis and District tax structure data and analysis for the Mayor, the Council, and the Congress, so that they have timely and quality information for policy formulation and decision-making.
- **Economic Affairs** - develops and presents documents detailing the economic and revenue affairs of the District of Columbia to other components of the OCFO, the Mayor, the Council, and the Congress so that they have timely and quality information for policy formulation and decision-making.
- **Legislative and Fiscal Analysis** - provides legislative fiscal impact analysis for the Mayor, the Council, and the Congress, so that they can have timely and quality information for policy formulation and decision-making.
- **Economic Development** - provides analysis of fiscal, economic, financial, and/or administrative impacts of projects to the CFO, the Mayor, the Deputy Mayor for Economic Development and Council so that they can appropriately assess economic development initiatives and ensure maximum economic benefit to the city.

Program Budget Summary

The gross funds decrease is due to an increase in Local funds of \$677,357 (includes \$486,020 in

IDCR revenue converted from Intra-District to Local funds, \$44,156 to support 2.5 percent pay raise for nonunion employees, \$26,182 in fixed cost adjustments, and an increase of \$121,000 supplies, materials, other services and charges), the elimination of Special Purpose funds (\$400,000) and a decrease of \$875,000 in Intra-District funds. The decrease in Intra-District includes an increase of \$177,020 in program services, a decrease of \$486,020 in IDCR revenue converted from Intra-District to Local funds, and a decrease of \$566,000 for competitive services.

Key initiatives associated with Research and Analysis are:

- Delivery of revenue estimates from tax and non-tax sources and timely preparation of the revenue chapter of the annual budget.
- Delivery of fiscal impacts of proposed legislation, and of fiscal analysis supporting potential policy initiatives.
- Analysis of dedicated revenue from fees, fines and charges (also referred to as O-Type revenue) and the associated policies.
- Maintain financial monitoring and analysis of economic development measures and active membership on the boards of the Washington Convention Center Authority, the Sports Authority, and National Capital Revitalization Corporation/Redevelopment Land Authority.

Key Result Measures

Program 3: Research and Analysis

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Julia Friedman, Deputy Chief Financial Officer, Revenue Analysis, and John Ross, Senior Advisor to the CFO and Director, Economic Development/TIF

Supervisor(s): Dr. Natwar M. Gandhi, Chief Financial Officer

Measure 3.1: Percent variation between the original binding revenue estimate as compared to actual revenue and the CBO estimate of federal revenue and actual federal revenue

	Fiscal Year			
	2003	2004	2005	2006
Target	5	5	5	5
Actual	n/a	-	-	-

Measure 3.2: Percent of ad hoc documents reviewed by ORA that do not contain factual errors

	Fiscal Year			
	2003	2004	2005	2006
Target	90	90	90	-
Actual	98	-	-	-

Note: The Financial Data Quality Assurance activity under which this key result measure falls will no longer be part of ORA due to a restructuring of the agency division. Consequently no FY 2006 target has been set.

Measure 3.3: Percent of applications for tax increment financing that are reviewed and processed within 120 days of receipt in ORA

	Fiscal Year			
	2003	2004	2005	2006
Target	80	80	80	80
Actual	100	-	-	-

Tax Administration

	FY 2004	FY 2005
Budget	\$40,558,279	\$51,464,536
FTEs	500.0	543.0

Program Description

The **Tax Administration** program provides fair, efficient and effective administration of the District's business, income, excise and real property tax laws. This program has seven activities:

- **External Customer Service** - provides walk-in and telephone customer service centers, which assist approximately 400,000 taxpayers annually, and works to resolve more complex tax cases, including hearing and review of first level tax appeals. This activity also consists of the development and distribution of public tax forms, support of various electronic tax filing and payment options, initiating and responding to mail correspondence with taxpayers, and tax registration and certification.
- **Recorder of Deeds** - supports the transfer and titling of real property in the District of Columbia (approximately 172,000 documents in FY 2003), and responds to requests for title documents from individuals and the real estate/titling industry.
- **Real Property Tax Administration** - consists of the assessment and billing of real property taxes and first level assessment appeals. In FY

2003, the real property tax base of approximately 172,856 parcels had an assessed value of \$100.3 billion, an increase of 15.0 percent over FY 2002. Of this amount, \$36 million in assessed value was tax exempt. Real property tax collections for FY 2003 were \$498.7 million, or 96.0 percent, of the total tax levy, a 12.8 percent increase in collections over FY 2002.

- **Tax Audits and Investigations** - ensures tax compliance by identifying potential non-filers and performing other tax compliance checks to ensure that the District is collecting the correct amount of tax due from all taxpayers. This activity also identifies and investigates cases of tax fraud.
- **Revenue Accounting** - ensures the proper accounting and reporting on revenue collections, and supports issuance of more than 200,000 tax refunds annually (235,110 refunds issued in FY 2003, exceeding \$294 million).
- **Receipts and Delinquent Collections** - consists of the processing of more than a million tax returns annually, recording and prompt deposit of more than \$800 million in tax payments, and collection of delinquent tax payments, which was approximately \$91 million in FY 2003.
- **Executive Direction and Support** - provides leadership and management support to the Tax Administrator program.

Program Budget Summary

This program has a gross funds increase of \$10,906,257, or 26.9 percent over the FY 2004 approved budget of \$40,558,279. This includes a Local funds increase of \$10,311,024, a Special Purpose Revenue funds increase of \$570,951, and an Intra-District funds increase of \$24,282. This change is primarily due to increases in Local funds to support a 2.5 percent District-wide pay raise and re-unionization of the agency (\$3,317,882), adjustments to fixed costs, and increased operating costs to projects formerly funded by capital (\$3,897,864). Also, a 2 for 1 program in the audit and collection activity contributes to part of the increase in funds and FTEs (\$4,189,360). There was also a decrease of \$498,849 in other cost saving measures. In addition,

the change includes a transfer-out of \$106,985 and 2.0 FTE to the Office of Administrative Hearings. The program supports 550.0 FTEs an increase of 50.0 FTEs from the FY 2004 approved level.

Key Result Measures

Program 4: Tax Administration

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Daniel Black, Deputy Chief Financial Officer, Tax Administration

Supervisor(s): Dr. Natwar M. Gandhi, Chief Financial Officer

Measure 4.1: Percent of returns filed electronically

	Fiscal Year			
	2003	2004	2005	2006
Target	80	25	30	35
Actual	77	-	-	-

Note: This measure was previously written as "Percent of customers satisfied with information provided." There is no reliable survey tool to determine customer satisfaction, therefore the agency has redefined the measure.

Measure 4.2: Percent of documents filed electronically

	Fiscal Year			
	2003	2004	2005	2006
Target	85	2.4	3	3.5
Actual	100	-	-	-

Note: This measure was previously written as "Percent of recorded documents with complete and accurate information." The metric was not operationally useful, thus the agency changed it to "Percent of documents (deed recordation, transfer, and UCC filings) filed electronically."

Measure 4.3: Ratio of assessment changes to total value of assessments appealed

	Fiscal Year			
	2003	2004	2005	2006
Target	75	5.5	6.5	6
Actual	52.4	-	-	-

Note: Measure originally worded as "Percent of assessments upheld on appeal." The revised measure better captures the accuracy rate of assessments, by calculating any changes made by BRPAA or the Superior Court as a percentage of assessments. FY 2004 to FY 2006 targets are ratios.

Measure 4.4: Delinquent account collections (in millions)

	Fiscal Year			
	2003	2004	2005	2006
Target	78	95	105	105
Actual	91.3	-	-	-

Note: The agency has reduced the FY 2005 target from \$115 million to \$105 million

Measure 4.5: Percent of refunds issued within 14 days

	Fiscal Year			
	2003	2004	2005	2006
Target	95	95	95	95
Actual	89	-	-	-

Information Technology

	FY 2004	FY 2005
Budget	\$5,444,783	\$9,145,491
FTEs	19.0	17.0

Program Description

The **Information Technology (IT)** program develops and maintains state-of-the-art financial information systems for the District of Columbia, including payroll, pensions, SOAR and EIS. The principal objectives of the program are to maintain accurate systems, modify those systems in response to the changing needs of the District, and maintain compliance with federal, state and local regulations. Other objectives are to provide the availability and performance to support the OCFO and the agency CFOs, track and resolve system problems, and comply with standard accounting and audit policies practiced in the District. IT also maintains an operation that is in compliance with basic IT policies and practices, maintains technical currency, avoids obsolescence, and promotes and encourages use of these systems as the official system of record. IT's program facilitates and extends access to the District's financial data, provides tools that enable analysis of the financial status of the agencies and the District in its entirety and supports SOAR. This facilitates high-level financial oversight for senior District management and policy makers. This program has one activity:

- **Information Technology Support** to provide computer hardware and software support and information services to department management and staff so that they can use technologies to produce, communicate, and manage information without undue delay.

Program Budget Summary

This program has a gross funds increase of \$3,700,708, or 68.0 percent over the FY 2004 approved budget of \$5,444,783. This includes a

Local funds increase of \$3,700,708. This change is primarily due to increases in Local funds to support a 2.5 percent district-wide pay raise and re-unionization of the agency (\$51,885), minor adjustments to fixed costs (\$447,573), and increased operating costs to projects formerly funded by capital (\$4,696,482). There was also a decrease of \$1,495,232 in cost saving measures primarily in contract services. The program supports 17.0 FTEs, a decrease of 2.0 FTEs over the FY 2004 approved level.

Key initiatives associated with the Information Technology program are:

- Continue enhancement and planning of financial systems including the District's financial management system (SOAR) and its integration with payroll, cash management and reporting systems.
- Expand availability and utilization of EIS and CFO\$ource.

Key Result Measures**Program 5: Information Technology**

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Maynard Gambrell, Chief Information Officer

Supervisor(s): Dr. Natwar M. Gandhi, Chief Financial Officer

Measure 5.1: Percent of payroll system project milestones completed on time and within budget

	Fiscal Year			
	2003	2004	2005	2006
Target	60	75	90	90
Actual	60	-	-	-

Measure 5.2: Percent of the District's accounting, budget, payroll, and tax systems available

	Fiscal Year			
	2003	2004	2005	2006
Target	90	90	95	95
Actual	92	-	-	-

Finance and Treasury

	FY 2004	FY 2005
Budget	\$14,370,883	\$16,091,461
FTEs	87.0	90.0

Program Description

The **Finance and Treasury** program provides asset management services to the District, its agencies and its stakeholders so that they can maintain maximum financial flexibility and return on investments. This program has six activities:

- **Debt Management** - provides for the issuance of bonds, notes and other financing activities for the District so that the District can maximize capital project capacity while maintaining future financing flexibility and finance any seasonal cash needs.
- **Cash Management and Investments** - provides for the management of cash resources for the District, so that the District can meet its cash obligations and maximize interest income from cash resources.
- **Disbursements** - provides check writing and dissemination services for District agencies, so that they can fulfill their financial obligations.
- **Cash Receipts and Accounting** - provides revenue collection, auditing and recordation services for District agencies so that they can have accurate and timely revenue information.
- **Asset Management for Special Programs** - provides custodial services to District residents, so that they can ensure maximum benefits in these programs.
- **Executive Direction and Support** - provides leadership and management support to Treasury operations..

Program Budget Summary

This program has a gross funds increase of \$1,720,578, or 12.0 percent over the FY 2004 approved budget of \$14,370,883. This includes a Local funds increase of \$732,071, a Special Purpose Revenue funds increase of \$384,049, and an Intra-District funds increase of \$604,458. This change is primarily due to increases in Local

funds to support a 2.5 percent district-wide pay raise and re-unionization of the agency (\$440,461), and increased contract costs to administer benefits for TANF and Food Stamps programs (\$775,602), and program savings in contractual assistance for the College Savings program, and the Debt Management program. The program supports 90.0 FTEs, an increase of 3.0 FTEs from the FY 2004 approved level.

Key initiatives associated with the Finance and Treasury program are:

- Continue to manage the District government's creditworthiness, including debt management and the refinancing of debt whenever advantageous.
- Continue to improve cash management procedures and policies.
- Continue marketing the District's College Savings Plan.

Key Result Measures

Program 6: Finance and Treasury

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): N. Anthony Calhoun, Deputy Chief Financial Officer, Treasury Operations

Supervisor(s): Dr. Natwar M. Gandhi, Chief Financial Officer

Measure 6.1. Debt service to local revenue ratio

	Fiscal Year			
	2003	2004	2005	2006
Target	13	13	13	13
Actual	8.8	-	-	-

Measure 6.2 Percent of banking service contracts whose costs are lower than the Phoenix Hecht index

	Fiscal Year			
	2003	2004	2005	2006
Target	100	100	100	100
Actual	100	-	-	-

Measure 6.3 Percent of checks and earning statements that meet payment schedule

	Fiscal Year			
	2003	2004	2005	2006
Target	100	100	100	100
Actual	100	-	-	-

Measure 6.4: Percent of unclaimed property returned to owners

	2003	2004	Fiscal Year	
			2005	2006
Target	30	35	37	39
Actual	29	-	-	-

Office of Integrity and Oversight

	FY 2004	FY 2005
Budget	\$2,027,064	\$2,036,020
FTEs	23.0	23.0

Program Description

The **Office of Integrity and Oversight (OIO)** program ensures that accountability, integrity and efficiency are maintained in the District of Columbia's financial management and tax administration systems. Through its audit and investigative activities, OIO provides the Chief Financial Officer with an independent review and appraisal of OCFO operations and assures the maintenance of the highest standards of integrity and security of OCFO employees. This program has three activities:

- **Audit Services** - provides audit/review services to assist the District's financial managers in the promotion of integrity, efficiency, and effectiveness in District programs; to manage the review and response to external audit reports; and to coordinate District single audits and management letter comments for District agencies so that they can improve operations.
- **Security Integrity Oversight** - provides security and integrity oversight for the OCFO by administering the emergency response program for the OCFO and conducting integrity probes and integrity awareness presentations aimed at detecting and preventing fraud and other misconduct in OCFO programs.
- **Investigations** - maintains public confidence in the integrity of the OCFO by investigating alleged misconduct by OCFO employees, as well as by conducting background investigations to determine suitability for employment. This investigative service provides reports to OCFO management so that

they can take administrative action as appropriate.

Program Budget Summary

This program has a gross funds net increase of \$8,956, or 0.4 percent over the FY 2004 approved budget of 2,027,064. This includes a Local funds increase of \$350,933, a Federal Payment decrease of \$139,174, and an Intra-District funds decrease of \$202,803. This change is primarily due to increases in Local funds to support of a 2.5 percent district-wide pay raise and re-unionization of the agency. The program supports 23.0 FTEs, no change from the FY 2004 approved level.

Key initiatives associated with OIO are:

- Expand the audits of financial systems to assure data security and integrity.
- Strengthen the background check program and integrity training for OCFO employees.

Key Result Measures**Program 7: Internal Audit/Internal Security**

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Sebastian Lorigo, Director Internal Audit and Internal Security

Supervisor(s): Dr. Natwar M. Gandhi, Chief Financial Officer

Measure 7.1: Percent of audit recommendations that are fully or partially implemented or resolved

	Fiscal Year			
	2003	2004	2005	2006
Target	90	90	90	90
Actual	92	-	-	-

Measure 7.2: Percent of approved security needs implemented

	Fiscal Year			
	2003	2004	2005	2006
Target	100	100	100	100
Actual	100	-	-	-

Measure 7.3: Number of investigation reports issued that are returned for additional information or investigation due to deficiencies in the investigation

	Fiscal Year			
	2003	2004	2005	2006
Target	4	4	4	4
Actual	0	-	-	-

Agency Management

	FY 2004	FY 2005
Budget	\$6,420,183	\$6,299,751
FTEs	62.0	62.0

Program Description

The **Agency Management (AMP)** program primarily supports the Citywide Strategic Priority area of Making Government Work. The purpose of the Agency Management program is to provide the operational support to the agency so that they have the necessary tools to achieve operational and programmatic results.

Program Budget Summary

This program has a gross funds decrease of \$120,433, or 1.9 percent from the FY 2004 approved budget of \$6,420,183. This includes a Local funds decrease of \$189,254, a Federal payment decrease of \$59,646, and an Intra-District funds increase of \$128,467. The program supports 61.0 FTEs, a decrease of 11 from the FY 2004 approved level. This change is primarily due to the redirection of funds for the creation of the Agency Financial Operation (AFO) program.

Key Result Measures

Program 8: Agency Management

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Lucille Dickinson, Chief of Staff and Joanne Smoak, Director, Office of Management and Administration

Supervisor(s): Dr. Natwar M. Gandhi, Chief Financial Officer

Measure 8.1: Dollars saved by agency-based labor management partnership project(s)

	Fiscal Year			
	2003	2004	2005	2006
Target	-	-	-	-
Actual	n/a	-	-	-

Note: Although agencies established their initial labor-management partnership projects in FY 2003, very few had cost savings as objectives. Agencies will continue ongoing projects and/or establish new projects by the third quarter of FY 2004. Cost savings will be tracked for this measure for those projects that have cost savings as a key objective.

Measure 8.2: Percent variance of estimate to actual expenditure (over/under)

	Fiscal Year			
	2003	2004	2005	2006
Target	-	5	5	5
Actual	n/a	-	-	-

Note: KRM 8.2 will be reported in FY 2004 (1/10/04).

Measure 8.3: Cost of Risk

	Fiscal Year			
	2003	2004	2005	2006
Target	-	-	-	-
Actual	n/a	-	-	-

Note: This measure replaces "Percent reduction of employee lost work-day injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost-of-Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula (1/9/04).

Measure 8.4: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression

	Fiscal Year			
	2003	2004	2005	2006
Target	-	4	4	4
Actual	4.71	-	-	-

Measure 8.5: Percent of Key Result Measures achieved

	Fiscal Year			
	2003	2004	2005	2006
Target	-	70	70	70
Actual	84	-	-	-

Note: OCFD met or exceeded targets for 21 of 25 measures for which data was available.

Agency Financial Operations

	FY 2004	FY 2005
Budget	\$738,778	\$823,039
FTEs	10	10

Note: FY 2004 program funding levels are presented for comparison purposes only. The Agency Financial Operations program did not exist for FY 2004 as it is new for PBB agencies in FY 2005.

Program Description

The purpose of the **Agency Financial Operations** program is to provide comprehensive and efficient financial management services to and on behalf of District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all Performance-Based Budgeting agencies. More

information about the Agency Financial Operations program can be found in the Strategic Budgeting Chapter.

For more detailed information regarding the proposed funding for the activities within these programs please see schedule 30-PBB in the FY 2005 Operating Appendices volume.

Key Result Measures

Program 9: Agency Financial Operations

Citywide Strategic Priority Area(s): Making Government Work

Manager(s):

Supervisor(s): Dr. Natwar M. Gandhi, Chief Financial Officer

Measure 9.1: Percent of spending plans and RFPs submitted

	Fiscal Year			
	2003	2004	2005	2006
Target	-	-	90	-
Actual	N/A	-	-	-

Note: This measure is new for FY 2005. FY 2006 target is TBD.

Measure 9.2: Percent of reprogrammings processed

	Fiscal Year			
	2003	2004	2005	2006
Target	-	-	90	-
Actual	N/A	-	-	-

Note: This measure is new for FY 2005. FY 2006 target is TBD.

Measure 9.3: Percent of interim and annual closing packages submitted on-time

	Fiscal Year			
	2003	2004	2005	2006
Target	-	-	90	-
Actual	N/A	-	-	-

Note: This measure is new for FY 2005. FY 2006 target is TBD.

Measure 9.4: Percent of audit recommendations implemented

	Fiscal Year			
	2003	2004	2005	2006
Target	-	-	60	-
Actual	N/A	-	-	-

Note: This measure is new for FY 2005. FY 2006 target is TBD.

Measure 9.5: Percent of OCFO cluster direct service staff provided intermediate level or better training experiences in technology, financial analysis, writing skills or project management training

	Fiscal Year			
	2003	2004	2005	2006
Target	-	-	30	-
Actual	N/A	-	-	-

Note: This measure is new for FY 2005. FY 2006 target is TBD.